

# strategy™

bold  
vision  
**brand**  
new  
ideas

## next big things

tech gets personal  
**brands** get app-ified  
how they're doing it & who  
they're partnering with



## + B!G WINNERS

agencies take on  
architecture, art & HR

SEPTEMBER 2012 • \$6.95



# ACCESS A LIST OF

# 13 MILLION ADDRESSES



## Get the most comprehensive and deliverable lists with **Canada Complete™** from Canada Post:

- Take advantage of the best market penetration in the country
- Get your message into **homes that aren't found** on any other list
- Receive addresses with **complete apartment and suite numbers**
- Reach **movers** at all stages of the move cycle
- Enjoy exclusive access to **new homes** receiving mail for the first time
- Reduce undeliverable mail with **the most accurate lists** in Canada
- Target using **Ontario Property Features**, an exclusive list based on property attributes and value

Canada Complete™ is a trademark of Canada Post Corporation.

Get a tailored list solution for your business

 **1-877-281-4137**

 **canadapost.ca/greatlists**



*From anywhere... to anyone*

Red Bull  
Amsterdam's new  
HQ designed by Gold  
BIG winner Sid Lee.

13

### Best Buy's plan to stay on top

The electronics retailer has a strategy to fend off online competition and remain at the top of its game

23

### Next Big Thing

Brands are integrating into consumers' lives, tech is getting even more intuitive and marketers are forming new partnerships to navigate it all

31

### B!G Awards

*Strategy* celebrates agency work beyond advertising, like a head office redesign, a super-social intern search and an artsy auction

**4 Editorial** Brands new interface role calls for a fresh supporting cast • **8 Upfront** Aldo and Shoppers Drug Mart celebrate milestones, condo marketing thinks outside the box and OOH goes off the wall • **16 The CFL** fêtes the Grey Cup's 100th anniversary with a big push, but will Toronto fans cheer? • **18 Shopper marketing** goes high-tech with geo-targeting, augmented reality and smart devices • **20 Boomers** are the hottest growth demo, and experts weigh-in on how to reach them • **38 Manitoba Telecom** gets personal with teens and **Sid Lee** reboots a videogame with help from GSP • **48 Forum** Ken Wong navigates the next agency evolution and John Bradley analyzes the shifting retail-manufacturer relationship • **50 Back page** ZenithOptimedia's behind-the-scene guide to fall TV



#### ON THE COVER

There's a lot of talk in this year's Next Big Thing issue about the app-ification of brands. In other words, brands are figuring out how to become an ongoing part of consumers' lives, instead of just offering them a product or service. We are seeing more of this done through apps, hence the new term. We asked Toronto-based illustrator Greg Malby to bring this idea to life, and he did so with a candy-coloured retro feel. Pretty sweet.

## Killer apps: ads' tech tipping point?

**O**ur Next Big Thing and B!G issue offers some serious food for thought. Our B!G award winners (p. 31) prove that if you want the most creative office space ever, you go to Gold-winning Sid Lee, and that tapping an ad agency to help with recruitment can result in a global best practice coming out of Canada (congrats to Silver winner MacLaren McCann and MasterCard). And finally, if you're a brand or a charitable organization looking for novel ways to get attention, you'd do well to work with Bronze-winning Cundari, as BMW did.

The B!G awards were designed to recognize the different challenges big brands were bringing to agencies and the creative solutions that went beyond advertising. Now, with priorities shifting even further afield from ads, a reputation for thinking outside the traditional ad box is growing in importance.

As digital and social media become bigger 24/7 priorities for brands, whoever becomes a go-to source for digital solutions is influencing more of the overall shots.

Marketers are turning to companies like Facebook and Google for new ideas and direction. They're also looking to tech and digital innovation experts, and based on intel they're getting back, many seem keen to grow the scope of those relationships.

At Cannes, agencies used to dominate the agenda. Now companies like Microsoft are stealing the spotlight as they unveil new tech, and there's more CMOs sharing plans for new ways to reach consumers, often via content and technology.

Beyond high-profile offerings like Nike FuelBand, many brands are building niche communities of interest – thereby creating free media channels – via helpful or entertaining apps. Retail brands are also in the vanguard of trotting out new consumer-enabling tech, and across the board more marketers are becoming the

architects of their own digital strategy, working directly with, and abetted by, these new partners.

Duncan Fulton, CMO at Forzani Group, is in the midst of teching up retail to a degree hitherto unseen in Canada, often going beyond traditional agency circles for ideas and to field his crew of experts. When asked where it's all leading, Fulton says, "I would argue that most successful marketers in the next five years will be experts in digital, and will be their own general contractors."

As to what this means for agencies, Ken Wong says in his Forum column (p. 48) that as roles are in flux, and new partners take on brand tasks on the many new interface fronts, it creates a need for more overall co-ordination and curation. A role that would be ideally helmed by agencies.

Shopper marketing is another area tech and digital are triggering new trends (see p. 18), and we're seeing retail/brand partnerships rapidly evolving and expanding their range of activities. Since this brand focus shift is impacting

overall plans and strategy, we're launching *strategy's* Shopper Innovation Awards, to find and share the best innovation and collaboration in that space. The show is on Feb. 27, and entries are due Nov. 5.

Our co-chairs, Loblaw's Uwe Stueckman, Kraft's Melissa Martin, and Tony Chapman of Capital C, along with an advisory panel of top industry execs, helped develop this new program. Check it out: [Shopperinnovationawards.strategyonline.ca](http://Shopperinnovationawards.strategyonline.ca).

Cheers, mm

**Mary Maddever, exec editor, *strategy*, *Media in Canada* and *stimulant***



EXECUTIVE EDITOR | **MARY MADDEVER** | [mmaddever@brunico.com](mailto:mmaddever@brunico.com)  
CREATIVE DIRECTOR | **STEPHEN STANLEY** | [sstanley@brunico.com](mailto:sstanley@brunico.com)  
ASSOCIATE EDITOR | **EMILY WEXLER** | [ewexler@brunico.com](mailto:ewexler@brunico.com)  
SPECIAL REPORTS EDITOR | **EMILY JACKSON** | [ejackson@brunico.com](mailto:ejackson@brunico.com)  
NEWS EDITOR | **MEGAN HAYNES** | [mhaynes@brunico.com](mailto:mhaynes@brunico.com)  
STAFF WRITER | **GRANT SURRIDGE** | [gsurridge@brunico.com](mailto:gsurridge@brunico.com)  
CONTRIBUTORS | **JOHN BRADLEY** | **SANDRA TAVARES** | **KEN WONG**

EXECUTIVE PUBLISHER | **RUSSELL GOLDSTEIN** | [rgoldstein@brunico.com](mailto:rgoldstein@brunico.com)  
ACCOUNT MANAGER | **NEIL EWEN** | [newen@brunico.com](mailto:newen@brunico.com)  
ACCOUNT MANAGER | **KELLY NICHOLLS** | [knicholls@brunico.com](mailto:knicholls@brunico.com)

MARKETING CO-ORDINATOR | **DANIEL PASCUCCI** | [dpascucci@brunico.com](mailto:dpascucci@brunico.com)  
PRODUCTION & DISTRIBUTION CO-ORDINATOR | **ROBERT LINES** | [rlines@brunico.com](mailto:rlines@brunico.com)

SENIOR MANAGER, AUDIENCE SERVICES | **JENNIFER COLVIN** | [jcolvin@brunico.com](mailto:jcolvin@brunico.com)  
MANAGER, AUDIENCE SERVICES | **DEBORAH BREWSTER** | [dbrewster@brunico.com](mailto:dbrewster@brunico.com)

### ADMINISTRATION

PRESIDENT & CEO | **RUSSELL GOLDSTEIN** | [rgoldstein@brunico.com](mailto:rgoldstein@brunico.com)  
VP & EDITORIAL DIRECTOR | **MARY MADDEVER** | [mmaddever@brunico.com](mailto:mmaddever@brunico.com)  
VP & CHIEF INFORMATION OFFICER | **OMRI TINTPULVER** | [otintpulver@brunico.com](mailto:otintpulver@brunico.com)  
VP ADMINISTRATION & FINANCE | **LINDA LOVEGROVE** | [llovegrove@brunico.com](mailto:llovegrove@brunico.com)  
VP & PUBLISHER, REALSCREEN | **CLAIRE MACDONALD** | [cmacdonald@brunico.com](mailto:cmacdonald@brunico.com)  
VP & PUBLISHER, KIDSCREEN | **JOCELYN CHRISTIE** | [jchristie@brunico.com](mailto:jchristie@brunico.com)

### HOW TO REACH US

Strategy, 366 Adelaide Street West, Suite 100, Toronto, Ontario, Canada M5V 1R9  
Tel: (416) 408-2300 or 1-888-BRUNICO (1-888-278-6426) Fax: (416) 408-0870  
[www.strategyonline.ca](http://www.strategyonline.ca)

### CUSTOMER CARE

To order a subscription, visit [www.strategyonline.ca/subscribe](http://www.strategyonline.ca/subscribe). To make a change to an existing subscription, please contact us by email: [strategycustomercare@brunico.com](mailto:strategycustomercare@brunico.com). Tel: (416) 408-2448 Fax: (416) 408-0249. PO BOX 369 Beeton ON L0G 1A0.

### SUBSCRIPTION RATES

STRATEGY IS PUBLISHED 12 TIMES PER YEAR BY BRUNICO COMMUNICATIONS LTD.  
In Canada: One year CA\$80.00 Two years CA\$144.00  
(HST included. Registration #856051396 RT)  
Single copy price in Canada is CA\$6.95. Please allow four weeks for new subscriptions and address changes.

### COPYRIGHT AND TRADEMARK

STRATEGY and the tagline "Bold vision brand new ideas" are trademarks of Brunico Communications Ltd. All rights reserved. Nothing may be reproduced from STRATEGY in whole or in part without written permission. Reprint requests should be sent to [rgoldstein@brunico.com](mailto:rgoldstein@brunico.com). © 2012 Brunico Communications Ltd.

### POSTMASTER NOTIFICATION

Canadian Postmaster, send undeliverables and address changes to: Strategy, PO BOX 369, Beeton ON L0G 1A0 [strategycustomercare@brunico.com](mailto:strategycustomercare@brunico.com)  
U.S. Postmaster, send undeliverables and address changes to: Strategy PO BOX 1103 Niagara Falls NY 14304 Printed in Canada. Canada Post Agreement No. 40050265. ISSN: 1187-4309.



We acknowledge the financial support of the Government of Canada through the Canada Periodical Fund of the Department of Canadian Heritage.

Using FSC certified products supports responsible forest management.





**We're looking for the best new thinking in Canada's shopper marketing industry - the programs & partnerships that challenge the status quo.**

**CO-CHAIRS**

**Tony Chapman**, Capital C • **Melissa Martin**, Kraft Canada  
**Uwe Stueckman**, Loblaw Companies Ltd.

**ADVISORY BOARD**

**Maureen Atkinson**, J.C. Williams Group • **John Bradley**, author of Store Wars  
**Matthew Diamond**, Hunter Straker • **David Grisim**, Procter & Gamble  
**Robb Hadley**, Pepsico Foods Canada • **Kevin Lund**, Perennial Inc.  
**John Morioka**, Target Canada • **Sandra Sanderson**, Shoppers Drug Mart  
**Angela Scardillo**, Best Buy/Future Shop

The inaugural Shopper Innovation Awards show takes place during the 2013 Shopper Marketing Forum this February, and the winning cases will be shared widely in strategy's March issue.



**ENTRY DEADLINE: NOVEMBER 5<sup>TH</sup>**

Check out our categories at **[shopperinnovationawards.strategyonline.ca](http://shopperinnovationawards.strategyonline.ca)**

## Celebrating shopper innovation

**E**ach year since launching the Shopper Marketing Forum three years ago, we've been asked to create a dedicated awards program recognizing the best shopper marketing work of the year. We were patient with this for several reasons. Not only was the discipline itself fairly nascent in Canada, but at the time, there was no obvious basis of recognition which all members of the community would value. Since then, the Canadian retail landscape has been altered by competitive, technological, and environmental forces.

As a result, there's a newfound spirit of collaboration between brands and retailers, far more extensive custom and multi-brand programs, as well as a focus on creating aisle innovation that meets shared manufacturer and store objectives. Advances in technology, mobile and digital have also changed the game, creating more unique opportunities to engage shoppers along the path to purchase, and as retailers and brands begin to pool data, resources and insights, Canada is creating some effective and engaging programs. We want to identify and share those.



It's now clear that recognizing the effectiveness of a program against the traditional measures of brand or sales objectives alone isn't enough. Exceeding sales targets and driving store traffic is important, but shopper marketing is a broader concept. We need to move forward with new thinking and models that leverage partnerships to deliver a triple-bottom-line win for the brand, retailer and shopper. This is the basis for a sustainable win over the long-term. To that end, we've decided to shine a light on innovation and collaboration in the industry and use that as a yardstick to identify the best of the best each year.

Of course, we aren't planning this on our own. We've enlisted the top minds from all corners of the shopper marketing universe to develop a compelling set of categories that will matter in today's hyper-complex retail marketing environment. We're calling them the Shopper Innovation Awards.

We created them just for you and we hope you are as excited to learn more as we are to show you the details. Winners will be recognized at our inaugural awards show at the 2013 Shopper Marketing Forum at the end of February and detailed case write-ups will be published in the pages of *strategy's* March issue.

Think your program is breaking new ground in the industry? We want to hear about it. Check out [shopperinnovationawards.strategyonline.ca](http://shopperinnovationawards.strategyonline.ca) and throw your hat in the ring. **Entries are due Nov. 5, 2012.**

Russell Goldstein  
Executive publisher, *strategy*, *Media in Canada* and *stimulant*

### UPCOMING EVENTS

TORONTO | THE KOOL HAUS | SEPTEMBER 20, 2012



TORONTO | 99 SUDBURY | NOVEMBER 1, 2012

**strategy**  
**agency**  
**OF THE YEAR**™

### ALSO IN THIS ISSUE...



### UPCOMING SUPPLEMENTS

**NOVEMBER 2012**

#### Marketing to Women

Commitment date: October 12th

Contact: **Russell Goldstein**

[rgoldstein@brunico.com](mailto:rgoldstein@brunico.com)

or 416-408-2300, ext. 700

CANADIAN  
MARKETING  
ASSOCIATION

**CMA**

2012 **CMA**

# Direct Marketing Conference

The Evolution of Direct Response Marketing

September 25, 2012

Metro Toronto Convention Centre

Word of mouth Direct mail Brochures Internet email  
Billboards In-store Kiosks Mobile devices Online  
Mail DTV Print Analytics Magazine Signage Sponsorship



Register today at [www.the-cma.org/dm](http://www.the-cma.org/dm)  
or call 416 645 3281



Platinum Sponsor



Luncheon Sponsor



Gold Sponsor



Silver Sponsor



Silver Sponsor



Bronze Sponsor



Bronze Sponsor



Twitter Concierge  
Sponsor



Digital Signage  
Sponsor



Creative Sponsor



Print Sponsor



Pocket Program  
Sponsor



Delegate Bag & Gift  
Sponsor





## NO MID-LIFE CRISIS FOR SHOPPERS

By Megan Haynes

**T**o celebrate its 50th anniversary, Shoppers Drug Mart will launch in-store promotions, running over 16 days starting Sept. 8, which will be supported by the company's largest media buy and contest ever, says Sandra Sanderson, SVP marketing.

The first phase of the campaign was a digital hub developed by Toronto-based Trapeze. Launched in August, it invited consumers to share their Shoppers memories. Part two of the anniversary celebrations will be promoted through a special Shaw partnership, with the campaign featured on *ET Canada* through shout-outs, sponsored segments, in-store shoots, and promo spots with *ET*'s hosts. And, since the entire campaign will be live during TIFF, Sanderson says they'll have some red-carpet promo opportunities as well.

The creative, done in-house, centres around a red gift box logo, which will be heavily featured in-store, while the theme of the campaign focuses on the three Shoppers pillars: health, beauty and convenience.

"We landed on 'fabulous' – feeling fabulous is all about health, looking fabulous is all about beauty, and living fabulous is all about convenience," Sanderson says. "We didn't want this to just be a sale, we wanted to really go back to our brand, which is taking care of the whole you. We wanted a campaign that would reinforce our brand proposition."

Within the aisles, Shoppers will decorate the store in gift boxes and anniversary signage, while employees don custom T-shirts. A 50th anniversary commemorative magazine was produced by St. Joseph Media and in-store promotions will run the gamut of the campaign, including chances to win one of 50 grand prizes, including trips, cars and shopping sprees when consumers spend more than \$10.

Further, the retailer invited some key brands early on to participate in the 50th anniversary, with the goal of making sure each area of the store contains a branded anniversary promotion or pack. Aveeno and Pantene, for example, have both created bonus packs and promotions, while Lise Watier and cereal brands from Kellogg's will have specialty packaging.

"We proactively communicated to them that we were launching this event," she says, "Not every vendor partner was invited to participate, so we wanted to make sure we had the right brands in the right categories."

## BACK TO THE FUTURE PROPHECY

"Roads? Where we're going, we don't need roads." Despite predicting that by 2015 we'd have flying cars, Universal's 1989 classic *Back to the Future Part II* made some bang-on predictions. A recent internet hoax placed the movie's setting back to 2012 (instead of 2015), so *strategy* examined which ad-related predictions have come true. There's still three years for real hoverboards.

**Watching multiple screens:** In one scene, Marty McFly (Michael J. Fox) stands in front of a wall of six TVs, watching multiple shows. It might have seemed strange back when households only had one or two TVs, but the boom of flatscreens, PCs, smartphones and tablets means this prediction played down how prevalent the trend would become.

**Digital advertising:** When McFly first arrives in 2015, he's attacked by a holographic shark, promoting *Jaws 19*. Now digital and personalized advertising, digi-billboards, targeted messages and 3D executions are all the rage (see Nissan's execution below).



**Do-it-all glasses:** Future McFly's teens sport a pair of glasses that let them watch TV and answer the phone. Google glasses promise to surpass this. (The internet-less movie did miss one key aspect of smart-goggles.)

**Auto-clothing:** In the film, clothes are self-drying, auto-fitting and auto-dressing. We won't see this by 2015, but anti-wrinkle shirts and auto-lacing sneakers are here, while self-mending tights are in the works. Plus 3F is working on auto-buying, with its mind-reading shopping aid. **MH**



# PITCHING THE DOWNTOWN LIFE

M5V Realty is trying a new way of selling real estate, says broker Sherard McQueen. In September, it'll partner with the Toronto Blue Jays to host a city-wide scavenger hunt, and is inviting anyone – buyers or not – to participate and visit parts of Toronto they might not have seen before.

This is part of its strategy to promote the downtown condo lifestyle – rather than just the property itself.

The brokerage – named for its core area of sale and one of



Toronto's busiest postal codes in terms of condo development – began hosting condos and cocktail parties a few years ago to great success. The events, which

invite local businesses to participate, offer an opportunity for potential buyers to experience the city's lifestyle, McQueen says, and also gives M5V agents a chance to interact with consumers in a disarming way. It's since hosted dinners with local restaurants catering, design workshops with local furniture stores, and offered free massages for stressed out condo buyers.

"We get to know people on a level outside of real estate," he says. "If they decide to move forward and purchase, that's great. But if not, then they've gotten to know us on a more personal level [and] gotten to know some of the intricacies of the city."

His agents range between 22- and 37-years-old and are a reflection of the core demographic of urban condo hunters, he says. To get the word out, M5V relies on PR, social media, event listings and email marketing.

"The results have been tremendous, at our last event we had 157 people and sold 31 condos," McQueen says, which works out to a 20% conversion. "In a down market, even if people aren't really buying, [they] are still interested. They want to know what's going on."

Renée Bourgon, director, marketing, Minto Properties, has been an advocate of the trend of selling a lifestyle. "[By] marketing around people's values and needs and aligning what your service or product is around that, it's easier to make a connection," she says.

Bourgon says developers and realtors have been evolving their message to consumers over the past few years, pointing to events as far back as 2007, when she partnered with restaurants to offer cooking classes in model homes and other fashion and lifestyle tie-ins with local businesses that were then novel. It's not just about targeting potential home buyers, she says, but rather these events reach entire communities, allowing realtors and developers an opportunity to connect with key influencers, as well as local businesses and potential buyers, to help get the word out. **MH**

## AN ADVERTISING FREE-FOR-WALL

By Grant Surridge

This summer, residents in two major Canadian cities had the good fortune to stumble across what can only be described as big walls of free stuff. And despite being something of a mini-spectacle, these OOH installations were meant as a subtle exercise in branding.

First, Royal Roads University and Cossette teamed up to hand out about 5,000 branded pens to Vancouverites at a downtown transit station. The institution's new tagline slowly became visible to

passersby as the pens were gobbled up.

Y&R Toronto staged a similar undertaking during the Quebec City Summer Festival for Ford, which sponsors the event, by erecting a

giant wall of LP records



featuring tunes from up-and-coming local musicians.

In both cases, the installations were meant to create a deeper connection between brand and consumer than would be achieved by simply handing out free stuff on the street or at a stall. "The main hooks to it are relevance and surprise," says Trevor Schoenfeld, SVP, creative director, Y&R Toronto. "It gives people something they are interested in without being heavy-handed."

Schoenfeld says that location plays a huge roll in determining the effectiveness of such installations. Concerts, festivals and sporting events are prime locations for this kind of advertising, although in the case of Royal Roads, it made sense to hand out something as useful as pens to rushed commuters.

Benefit Cosmetics pulled off a similar campaign late last year, affixing free gift bags full of the company's products to billboards across Toronto. Often such installations are also designed to drive social media awareness. PR efforts around the campaign promised Benefits Cosmetics would offer those same free bags to anyone who followed the brand on both Twitter and Facebook. In the weeks following the campaign, Benefit says its Facebook following doubled and now sits at 7,300 "likes." In the case of Ford's Quebec installation, the wall contained a message encouraging people to use Twitter or Facebook to review the music for their online followers. Of course, the automaker hoped they might mention something positive about it, too.

# ALDO'S BIG 4-0

By Grant Surridge

**O**ne of Canada's top global fashion retail brands is celebrating the big 4-0 with a party in Montreal, where it all began. It's a big event for a company that feels it's deserving of one – perhaps no stat better illustrates Aldo's success than its growing number of stores around the world: approaching 1,600 in 80 countries.

The 10-day anniversary bash centres around its new flagship store on Saint Catherine Street in

Montreal, slated to open in late October. It will feature 2,600 sq. ft. of retail space and a custom façade with illustrations by Paris-based design studio Ahonen & Lamberg. The festivities will feature exhibitions of Aldo products, concerts and panel discussions aimed at both the general public and fashion-obsessed retail business students. It all culminates with a fashion show inside the retailer's distribution centre in Montreal.

Aldo is the fruition of four generations in the shoe business. The company's founder and namesake Aldo Bensadoun immigrated to Montreal in the middle of the last century to start the brand. His father and grandfather were cobblers in Algeria and Morocco, while his sons now hold executive positions with the retailer.



Much of the creative work for Aldo's global campaigns is done in-house led by Douglas Bensadoun, VP marketing, while seasonal campaigns are executed in collaboration with Markus Kiersztan at MP Creative in New York. The two riff on ideas for several months before whittling things down to a singular focus. "It's a deep dive and it's a blast because we can fully explore and create a single concept," says the younger Bensadoun.

The top-down approach means those concepts inform almost all aspects of the global campaign. For example, ideas such as set design and clothing styles the two settled on for the upcoming fall and winter campaign, called "Ring My Bell," form the basis for window installations, microsites, promotional materials, product design and social media initiatives across the globe.

Bensadoun says the path to purchase has been flipped on its head since his father opened the first free-standing Aldo store in 1978. Over two-thirds of Aldo purchases involve online research seeking third-party endorsements. Consumers also tend to browse Aldo's own online offerings before heading to a store. That means

consumers expect consistency between the channels they're interacting with, he says.

Aldo encourages social sharing and user interaction on its web pages by way of product ratings and reviews. Like many brands, its social media strategy revolves around a presence on Facebook and Twitter, but also more visually-focused services like Instagram and Pinterest where people swap images of the latest fashion trends. Bensadoun stresses the importance of "social listening" that involves monitoring and participating in online conversations.

"The [difficult part] is the ability to provide merchandise that has the appeal and impact of what's on the runway at a mass market price," says Anthony Stokan, retail consultant at Anthony Russell and Associates, who wrote the book *Naked Consumption* on retail trends.

Bensadoun confirms that the pace at which the hottest fashion trends now disseminate across the globe means the company must constantly streamline its supply chain, chipping away at the time it takes to get a product to market.

"Fashion retailing is relentless," says Bensadoun. "It's a beast that needs to constantly be fed." ■

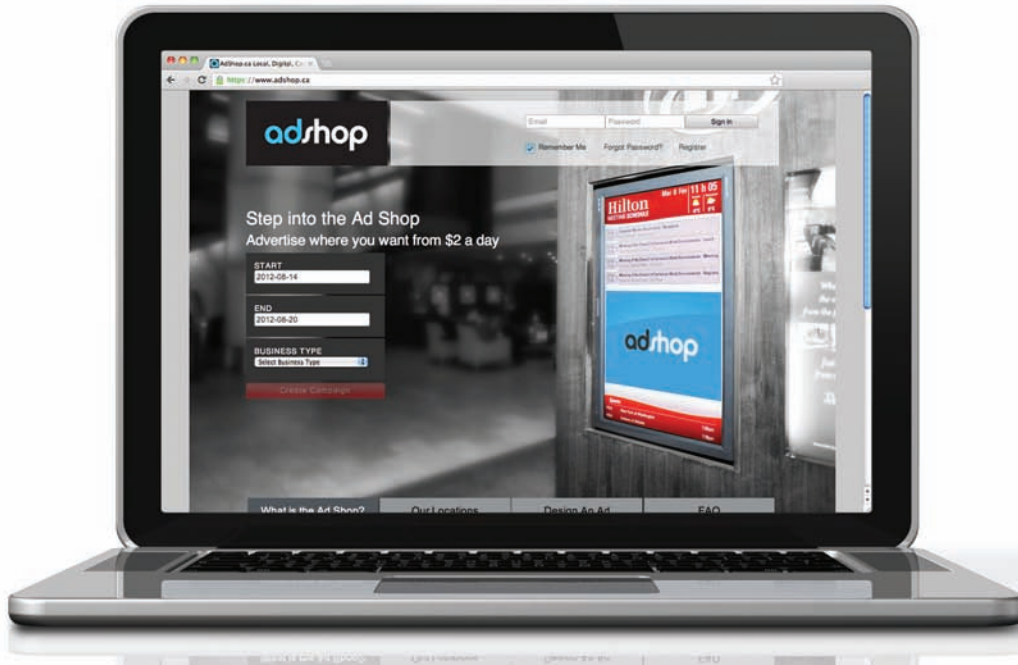


**Above:** Douglas Bensadoun handles much of the company's creative in-house.

**Right:** Aldo's summer 2012 campaign.

# EASY does it.

Picking locations? **Simple**. Creating your ad? **No problem**.  
Out-of-home without breaking a sweat or the bank? **Easy**.



Pick your date range and locations from our network of digital screens across the country.



Customize your creative with an Ad Shop template or upload your own material.



Start a campaign which fits your budget. Some locations start at only \$2 a day.

# adshop.ca



# DDB<sup>®</sup>

Dear Sir / Madam,

I am excited to inform you of my interest in the position of intern with your company. I'm writing this on my typewriter because it's been that long since I've had to write a CV.

I feel I have the skills required to excel as an intern. Whether you need someone to fetch coffee or engineer a merger between two multinational corporations, my experience has prepared me for whatever scraps you throw my way.

Some have called me the 'winningest' man in Canadian advertising. I just call myself plain old Frank Palmer, Marketing Hall of Legends inductee and recipient of the Association of Canadian Advertisers' prestigious Gold Medal Award.

If you're not impressed yet, I've also made a freakin' cameo on The Real Housewives of Vancouver. I mean, c'mon!

To reach me, please contact my assistant and she'll have her assistant get back to you.

Yours,  
Frank Palmer



1700 - 33 Bloor Street East Toronto Ontario M4W 3T4 T 416 95 9819 F 416 921 4180 [www.ddbcanada.com](http://www.ddbcanada.com)

Make a seasoned ad exec your intern. We're auctioning off Canada's top marketing minds for a good cause. Bid today at [nabs.org/vintageintern](http://nabs.org/vintageintern)

**nabs**



# Best Buy's bold plan to stay #1

Angela Scardillo, VP marketing, says the Canadian arm of the electronics retailer has a plan to fend off increasingly heavy online competition and stay ahead of the curve

BY EMILY WEXLER



**F**or Best Buy Canada, offence is the best defence. The B.C.-based electronics retail giant, which also owns Future Shop and has more than 200 locations between the two brands, isn't waiting around for competition – namely in the form of online retailers – to heat up in Canada before defending its position as number one. Instead, it has a plan of attack that includes a Price Beat guarantee, the introduction of a new store format, and expansion into new product categories that Angela Scardillo, VP marketing, hopes will protect against the retailer suffering the same fate as its American counterpart.

In contrast to Canadian strength, with increases in net profit (up 19%) and revenue last year, Best Buy in the U.S. announced a \$1.23 billion (U.S.) loss in the last fiscal year, and the closure of 50 stores. This has been mainly blamed on Amazon's entry into consumer electronics and the lack of state taxes on goods bought through Amazon in the U.S. because it doesn't have brick-and-mortar locations, says Scardillo.

"For all we know, that could happen in Canada," she says. "So we want to be ahead of the curve...We're still number one [Best Buy] and number three [Future Shop] in terms of our e-comm retail sites, but that doesn't mean we can sit on our laurels. We recognize that we need to keep up with demand, and customers want to shop in different channels, so we need to be omni-channel."

One way the retailer is taking action is through a new Price Beat guarantee. Best Buy Canada already has a Lowest Price guarantee, which promises consumers it will match any lower advertised price. This summer, the retailer extended it to the online realm, claiming it will match any price offered by another Canadian online retailer. This is meant to eliminate consumers using Best Buy or Future shop as showrooms and then going online to get the item at a cheaper price.



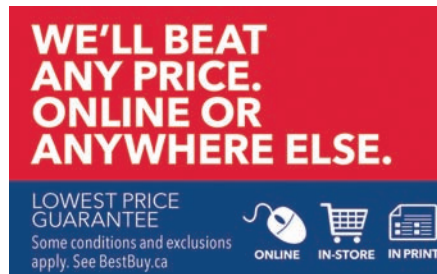
In fact, the websites are now a showroom for Best Buy, says president and COO Mike Pratt.

"Showrooming is a completely price-based concept," he says. "We believe that our web pure play competitors are actually our showroom because when you take away price, they don't have any other advantage."

The Price Beat guarantee is being communicated via owned and earned media (with creative done internally), namely flyers, in-store, online, e-newsletter, PR and through store associates.

"We're putting more tools, like smartphones and tablets, in the hands of our blue shirts [sales reps] and product experts to give them easy access [to product info]," says Scardillo. "So are we afraid of [increased online competition]? No. But we're also not disregarding it. We want to make sure that we're aggressive against it, and we think that we are, especially in Canada."

Best Buy is also experimenting with smaller footprint stores to stay ahead of the curve. In October, two pilot locations (one in North Vancouver and



one in Brockville, ON.) will open, with 5,000 sq. ft. of retail space (the typical Best Buy is 32,000 sq. ft., while Future Shop is 26,000 on average).

"It's a growth strategy for us," says Scardillo. "We know more customers are using digital, not only to do research but to purchase, and if we want to grow and get into smaller markets where they don't have Future Shops and Best Buys, it affords us the ability to open a smaller store with a smaller physical selection."

However, Scardillo notes that the entire Best Buy product selection will be available, in digital form, at the smaller stores. The plan is to have tablets in each product aisle where customers can flip through and see options in that category, then order right there.

New store areas that make online ordering and pick-up easier (above) and the new Price Beat guarantee (left) are part of a strategy to compete with existing and impending online retailers head-on.

"It's a new way to shop," she says. "We understand we need to change our operating model for this and we need to train customers."

Best Buy also bolstered its product offering beyond consumer electronics, and in some cases, way beyond. You knew you could buy a laptop at Best Buy, but did you know you could also buy a bed? Over the past year, the retailer has expanded into a number of categories including home décor, health and fitness products and even pet supplies.

Scardillo says that the reasoning behind the non-electronic offerings is three-pronged – first, it's about what its vendors are also selling (such as a maker of laptop cases also making luggage); second is what the customer is asking for; and third is about what people are generally buying online.

The expanded assortment is available online only, and promoted through Best



Buy's channels, including digital signage at in-store pick-up areas.

Nearly 14,000 SKUs have been added to the Best Buy product offering and more than 2,000 to Future Shop, with the selection growing each month.

While it may seem like a disconnect for consumers to order doggy sweaters and vitamins from a place typically associated with electronics, Scardillo says it's only netted positive results.

"We received some research back from consumer insights and there are some categories that people feel very closely connected to, such as luggage or furniture, [and there's a] natural link to it," she says. "Those are the ones we are marketing. And then some are neutral, but there's not many that people feel negatively about."

With these new initiatives, Best Buy Canada hopes to not only keep up, but thrive in a retail world that is changing at an increasingly fast pace – five years ago, tablets weren't even on the radar, Scardillo notes.

"We know customers are more in control, we know that they're more [present] in the digital landscape," she says. "We're doing [these things] to win in that area knowing that these are the macro trends, but the reality is, I don't know what's going to happen in five years within the technology field. We do know that we need to be nimble and we need to be able to react quickly." ■



## BACK TO SCHOOL GOES DIGITAL AND SOCIAL



Technology may be changing fast, but one thing will always remain the same – September means back to school.

Always an important season for Best Buy and Future Shop, each year the brands can be counted on to deliver big student-focused pushes. This year, both brands upped the focus on digital, with campaigns that include plenty of online video and social media on top of the tried-and-true mass channels like print and TV.

Best Buy's back-to-school theme this year is innovation. The retailer is featuring real people who have had innovative ideas – some known "dorm room innovators," like the founder of Foursquare Dennis Crowley, and some unknown "future innovators," like a pair of students who invented a power-generating soccer ball – and the technology that helped make their big ideas a reality. The tagline is, "When the technology's right, anything can happen."

Targeting both parents and students, the campaign, with creative from CP+B in the U.S., in collaboration with the Canadian arm of the agency, profiles a different innovator in each TV spot. The insight behind the campaign is based on research the brand conducted around how students feel entering university – namely that it's a time of uncertainty in terms of social and academic acceptance, and also in

terms of what is happening in the world, such as financial and employment insecurity.

"We know there's a lot of mixed emotions, but we also know that we're in a really interesting time," says Aliya Kara, director of marketing, Best Buy Canada. "If you think about these young CEOs who have invented things like Instagram and Facebook, it's a new time when you've got billionaires in their 20s. We want to tap into the potential that parents see in their kids and that kids see in themselves. The aim of the campaign is to reinforce that anything is possible."

The campaign, with media by Media Experts, lives primarily on TV across the country (with French creative in Quebec) and is supported online. Long-form versions of the TV spots are available on YouTube, going in-depth into the innovators' stories. There is also a social media push: people who engage in conversation about innovation using a designated Best Buy hashtag will receive gift cards for the retailer. This giveaway is not being promoted, but Kara expects it will spread via word of mouth.

Meanwhile, Future Shop's back-to-school campaign is all about being tech-forward, says Kushal Samy, senior marketing manager, Future Shop. It features students looking hip and edgy, and in some cases, engaging with technology.

With creative from Cossette and media by Media Experts, design elements in print like three-hole punched paper align with back-to-school. TV creative highlights the "digital native" status of today's youth, with young people saying lines such as "I was born on the internet."

Aside from print and TV, Future Shop has also bought more rich mobile ads so consumers can fully see the technology the featured phones offer, says Samy.

Also new for the 2012 back-to-school Future Shop campaign is a Facebook app called "El Trucko." The app uses imagery from the red-hot food truck trend and asks consumers to submit their own "tech-forward" slogans, such as "I'm a CTRL freak." The top 10 English and French slogans, as voted by Future Shop Facebook fans, will win prizes, including Marley headphones and t-shirts with their own slogans on them, says Samy, and they could win the grand prize of a "truckload" of Future Shop products with a \$10,000 shopping spree.

"This year's campaign differentiates because we are focusing on engagement, we want consumers to connect with us. We think the movement around being tech-forward will really resonate."

*With files from Val Maloney.*



# The hard sell

Can the CFL ensure its biggest game ever lives up to the hype amid Toronto's crowded pro sports market?

BY GRANT SURRIDGE

**D**avid Rosenberg recalls with pride how he attended every single Toronto Argonauts home game between 1977 and 1984. So it's no great stretch to use the words "labour of love" to describe how the partner and creative lead at Bensimon Byrne feels about his agency's relationship with the Canadian Football League.

Having worked with the CFL since 2001, the agency is the creative force behind the league's last decade of marketing efforts. And never have those efforts been more prominent than this season's 100th anniversary of the Grey Cup. The league has embarked on its largest-ever promotional effort for the marquee event – bolstered by an estimated \$5 million from the federal government – with activities planned coast-to-coast prior to the game in November.

The problem for the league showcasing its centennial

milestone is that it's slated to be held in the one Canadian city that stubbornly refuses to embrace the CFL with the same zeal as elsewhere in the country.

"Toronto does present a unique challenge that has to be seen as an opportunity," says Sara Moore, VP of marketing, CFL.

Both the CFL and its local franchise struggle to stand out in the crowded sports market that is the Greater Toronto Area. While the Argonauts are arguably North America's oldest pro sports team, no other CFL team competes with hockey, basketball and baseball all in one market. Not to mention the relatively recent arrival of pro soccer in the form of the TFC and the niche-but-loyal following of the lacrosse team, the Toronto Rock. And if that's not enough, there's the ever-looming spectre of an NFL franchise colonizing the city.

It's all a far cry from the glory days in the late '70s and early '80s

when Rosenberg attended games that regularly attracted crowds of more than 50,000 to the old Exhibition stadium; the Argos now struggle to draw half that number on a regular basis, ranking consistently as one of the lowest-drawing gates in the league.

"The Argos have not been on the radar and have struggled to attract attention," says sports marketing consultant Bob Stellick. He does PR work for the NFL in Canada and says the CFL's marketing efforts in Toronto are often stymied by the fact that sports fans in Canada's largest city can be a fickle bunch.

Both the CFL as a whole and the Argonauts struggle to attract younger fans, says Stellick. One of the biggest drivers in the popularity of the NFL south (and north) of the border is the huge-selling videogame series *Madden NFL*. So when Canadian kids reach for their Xbox or Playstation, it is American football stars they idolize, not Canadian ones.

A quick glance at the Argonauts' Facebook page offers a hint at where the brand sits within the social media hierarchy: about 10,000 Facebook Likes at the start of August, compared with 95,000 for the Montreal Alouettes and more than 120,000 for the wildly popular Saskatchewan Roughriders. The Toronto Maple Leafs have 620,000.

However, the anniversary is a chance for the Argonauts to bask in the larger CFL glory and grow profile. The league is making a major effort to ensure that everyone across the country is well aware of the centennial match by the time it happens. Via Rail and Rona will sponsor a coast-to-coast, 100-stop train tour bringing the Grey Cup to communities that have never seen it in person. The tour will also give Canadians the chance to mingle with ex-players and media personalities. TSN, which

Doug Flutie and the Toronto Argonauts celebrate winning the 1996 Snow Bowl Grey Cup.



owns sole Canadian broadcast rights for the CFL, has spent what the league says is “millions” on eight documentaries covering different periods in the league’s history, while Canada Post has created its largest-ever collection of stamps to commemorate the 100th game.

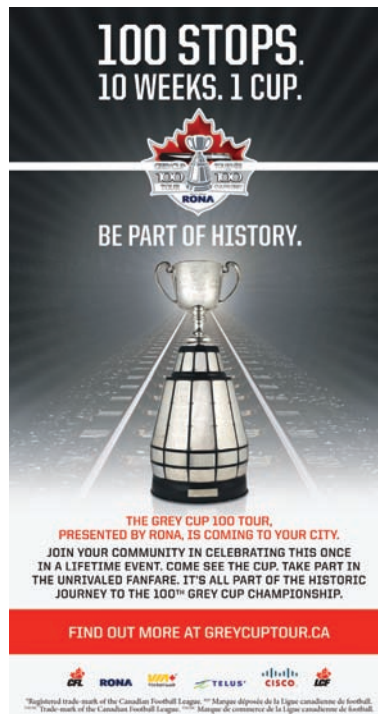
Bensimon Byrne helped produce a Grey Cup pride video featuring music from The Tragically Hip and a voiceover from Kiefer Sutherland called “It Reflects Us All.” Set against a backdrop of footage from games past and recent, the video (which debuted on TSN on Canada Day) illustrates the CFL as a heritage brand and tugs at the heartstrings of those tens of thousands of Torontonians who attended Argonauts games 30 years back.

“It struck us that the Grey Cup, as a symbol, really did reflect all of Canada. So this rallying cry was that the Grey Cup really does reflect us all. Not just the players who won it, but all Canadians,” says Rosenberg.

Challenges in Toronto aside, the CFL remains a marketing success story. It engineered a complete turnaround from the early 1990s when the league was on life support and many franchises were close to bankruptcy. A five-year, exclusive television deal with TSN signed in 2008 entrenched the CFL as the country’s second-most watched TV sports property after the NHL, and the Grey Cup annually battles with the Super Bowl for the title of most-watched sporting event.

Moore says that media buyers in Canada’s largest market may not see people walking around Toronto in CFL jerseys, but the league remains a strong property in southern Ontario.

“The opportunity exists here to engage Torontonians who might be lapsed fans, or new to Canada and our game; so we’re doing a



tremendous amount here,” says Moore. The festivities that normally precede the game will be “the biggest ever” she says, expanded to 10 days from the regular five.

Measured in terms of one important benchmark, the game is already a success: it’s sold out.

The Argos will host downtown festivities promoting the Cup, such as a family-focused anti-bullying rally and an “interactive football area” to educate Torontonians about Canadian football. The Grey Cup festival will partner with the Cavalcade of Lights to produce concerts, fireworks and the lighting of Toronto’s Christmas Tree. Like last time Toronto hosted the Grey Cup in 2007, downtown streets around the Rogers Centre will host parties prior to the game and the Metro Toronto Convention Centre will host individual parties thrown by each team.

The Argos themselves are making a concerted effort to reach various ethnic groups in the GTA, and that effort extends to Grey Cup promotional activities, such as holding editorial board meetings with South Asia-focused media and “football 101” programs to educate people about the basics of the game.

The challenge, according to Stellick, will be to create momentum from the game that breathes life into the Argonauts brand moving forward. He calls the success of all the ancillary events surrounding the game the true measure of its success.

“Everything’s going back to the Argos,” says Beth Waldman, the team’s VP marketing and communications. “If something like this festival doesn’t boost interest in [the Argos] that’s a missed opportunity.”

# BASH

INTERACTIVE

## Leaders in Convergent - Emerging & Experiential Solutions

www.bashinteractive.com | www.facebook.com/bashinteractive

Touchscreen Systems

RFID Solutions

CRM

- beverage
- foods & co
- cosmetics
- automotive
- army
- business stuff
- manufactures

Social & Photo Integration

Mobile & Social Development

# Shopper marketing techs up

From geo-targeting to augmented reality shopping apps, brands and retailers get digital

BY EMILY JACKSON



Evian SmartDrop lets consumers order water with the push of a button.

**S**hoppers can quickly research competitive products and easily Google their way to the lowest price and the closest location.

Of course, by exercising their online control of the shopping experience, consumers are also wide open to brands' incentives and targeted influence strategies.

"The internet and digital culture has put more power and choice in the hands of the consumer, so brands and retailers are utilizing the latest technological innovations to better reach their shoppers and tailor their messages to them," says Max Valiquette, managing director, strategy, Bensimon Byrne.

Proximity-based marketing has been ballyhooed for years, but Valiquette says the idea of a brand offering something to a consumer before they have made their purchase decision is the emerging trend in geo-targeting.

"People do location check-ins on social media apps like Foursquare and Facebook without getting anything in return, but if someone is checking into the same Starbucks every morning at 8:30 a.m., a competitor like Second Cup should be trying to push

them to go to one of their locations with an incentive around 8:15 a.m.," he says.

Researchers in the U.K. have developed an algorithm that can predict future geographic locations of consumers using data gathered from their friends' smartphones. In a study of 200 people conducted by the University of Birmingham, the algorithm predicted the location of some users 24 hours later within 100 metres, others as close as 20 metres, by calculating someone's movements and comparing their data with people in their social group.

While not quite as sophisticated, Foursquare has recently rolled out personalized coupons based on user profiles, which measures frequented neighbourhoods, past check-ins and time of day.

Though many consumers have voiced concerns over privacy issues with location-based marketing, Bryan Pearson, president, LoyaltyOne and author of *The Loyalty Leap: Turning Customer Information into Customer Intimacy*, says most consumers will share information about themselves if they get higher value or a more personalized experience in return. "Instead of worrying about privacy, brands need to utilize information that creates a mutual value exchange with the customer," he says.

A study conducted by Fast.MAP/DMA Data Tracker in the U.K. indicated 75% of consumers that have an existing relationship with a company are happy to share information with it, while 62% would share information with a company selling products or services they need.

With shoppers expecting an online retail experience filled with personalized recommendations, helpful product comparisons and reviews, the growing adoption of mobile devices means retailers have an opportunity to merge the physical and virtual to help consumers with their purchasing decisions in stores.

To make it possible for shoppers to scan store shelves and receive personalized information and coupons while they browse aisles, IBM is launching a first-of-its-kind augmented reality mobile shopping app. Launching in North America before the end of this year, the app acts like facial recognition technology



for packaged goods and will begin testing with a retail partner in the coming months, according to Jill Puleri, VP global leader, retail consulting, IBM. "The consumer can tailor this app to their preferences, whether they have allergies, or prefer organics or certain brands, while the retailer has the leeway of alerting that shopper to certain deals when they are in the store," she says.

With the app, the retailer can get the consumer to identify themselves when they walk in the store. "This allows for a more communicative environment between the shopper and the retailer during their trip," says Puleri. "Whether you're letting them know about specials, or pushing through promotions tailored to them, it's an easy way of reaching consumers because they opted in at the start of their shopping journey."

Technology is also bringing the grocery experience into the home. Earlier this year, LG launched a Smart Manager fridge connected to the internet with a "food management system" to help shoppers keep track of their inventory. The health manager feature lets consumers maintain their diet, sends recipes to the LG smart oven (another high-tech appliance) and even notifies shoppers when they have run out of certain groceries. In addition,



With IBM's new augmented reality shopping app, consumers can pan store shelves and receive personalized product information, recommendations and coupons while they browse store aisles.

it customizes for each person in the house and can be controlled by voice recognition. LG has also created a direct line from the fridge to the grocery store with an online shopping app accessible through the fridge's LCD panel or a user's smartphone. Valiquette predicts this will allow brands to send out targeted messages based on dwindling food supplies.

Until the smart refrigerator becomes the norm, some brands are finding other ways to connect to the consumer directly in the home. SmartDrop, introduced by Evian in France, is a web-enabled four-inch magnet that lets consumers schedule deliveries of bottled water. The brand is in the process of rolling out SmartDrop in Europe and plans to offer a smartphone app that does the same thing.

Inspired by research that found carrying heavy bottles home was

a major barrier to consumption, the magnet simplifies consumers' lives by making it possible to order bottled water the moment they realize they've run out. SmartDrop allows Evian to sidestep its retail partners and bring the shopping experience into the home. Evian is aiming to offer the SmartDrop magnet to the most loyal users of Evianchezvous.com by 2013.

"This is the direction for all shopper marketing. You will see technology making recommendations for you," says Valiquette. "The challenge is recognizing the difference between our online and offline lives. Those lines have essentially disappeared, so if a retailer or brand thinks that shopper marketing only exists at a retail level, they're going to be in a lot of trouble."

strategy  
**agency**<sup>™</sup>  
OF THE YEAR

WHO WILL **RAISE THE GLASS** THIS YEAR? —

NOVEMBER 1ST, 2012 • **99 SUDBURY, TORONTO**





BY MEGAN HAYNES

# ADVERTISING GROWS UP WITH THE BOOMER GENERATION



Let's get something straight: the baby boomer population in Canada – all 9.1 million of them – isn't old. Nor are they all penny-pinching, wheelchair-needing, technophobes.

As boomers start to retire (the oldest of the cohort is 66, the youngest 45), marketers will have to change their storytelling tune.

Statistics Canada says this will be the wealthiest generation of people to have ever retired. New products, new partnerships and new markets will emerge as a result of this group of people who have both the money and the desire to spend it. *Strategy* went to the experts to learn what soon-to-be seniors are looking for. In short, they want luxury lifestyles, to look and feel young, and having grown up with predictions of jet packs and hovercrafts, boomers want the latest gizmos and gadgets. Read on for tips on how to capitalize on this booming demo.

## TECHED-OUT SENIORS



**Cameron Wykes,**  
Chief innovation  
officer, KBS+P  
Canada

Boomers want the cool new toys (and unlike youth, can actually afford them).

I think the best quote I've heard on the subject is, "If boomers' children are considered the pioneers of technology, then boomers are the settlers." Boomers will continue to embrace new technology, eager to live the tech-infused lifestyle they were promised when the technology revolution began in the '50s and '60s. Instead of jet packs and flying cars, Boomers will happily don a pair of Google glasses to guide them on their way around Tuscany on a self-driven, enhanced reality tour of the local *strada bianca* and wineries.

The key to continued boomer adoption rests less on how much it will cost, and more on how easy it is to use. We need to remember that if it isn't intuitive, boomers simply won't embrace it. This generation is by no means slow when it comes to technology, but they will not tolerate any technology that takes them too far outside their comfort zone.

As a result, interfaces will become smarter and flexible enough to change to meet our abilities (or disabilities) as we all age.

Other technologies that boomers will embrace bring intuitive interaction to a whole new level. Mobile health-related devices, like Jawbone's UP wristband and Nike's FuelBand, collect information and relay it back to a mobile app or web destination without the user doing anything other than wearing the device when they are out and about. As boomers' need for on-the-go medical information grows, we will see more of these types of devices hit the market.

And since it's still early days, there are plenty of opportunities for brands to jump in and help create a branded easy-to-use app or device that tracks boomers' health.

We need to remember that boomers have the most disposable income of any consumer generation in history, so they carry a lot of weight in ensuring that any new technology flies off the shelves.



## FOUR-STAR RETIREMENT



**Andrea Sampson**,  
VP of strategy, insight  
and planning, Cundari

Boomers want fun, excitement and control over their own time. They report feeling younger than they thought their parents were at the same age and see “old” as 80 and up. They also lead active lives and are staying healthier longer. According to a Del Webb survey from 2010, boomers are choosing to retire later, and even then, they continue to work. Many are turning to education, not to upgrade their current skills, but to develop entirely new ones.

And gone are the days of retiring close to the grandkids – many boomers are moving to new countries, communities or provinces and are likely taking their work with them. But family is still important, so staying connected as they live their dreams is a requirement. New social media tools will emerge, allowing boomers to connect, not only with friends and family, but with colleagues and work networks, and there is opportunity for brands to help facilitate that connection.

They will look for communities that allow them to live affordably, that provide access to health care but that also contain interesting, fun amenities aimed at their demographic.

And retirement communities don’t mean supper at 5 p.m. and bed before 9 p.m. anymore. These people are more action-oriented, wanting experiences that take them outdoors and involve physical activity because they feel, and are, healthy.

Luxurious retirement condo living won’t feature rec rooms with plain old board games and oatmeal for breakfast – it’ll feature four-star restaurants, saunas, tennis courts and pools.

Finally, luxury and adventure travel will boom under the senior’s financial finger, as they seek fun and adventure outside of their comfort zones. They have the time to be free, and after years toiling away, they’ll want to use that freedom.

Storytelling is important in marketing to this group, and the stories you tell should mirror their values – family, freedom and community. They are not yet old. They are vibrant and entering a new phase of life.

## THE PETER PAN BEAUTY PRINCIPLE

Everyone – including boomers – wants to look and feel young at heart.

The frontiers of old age are being pushed back. More affluent and in good physical shape, baby boomers are the first generation of the “high potential seniors.”

As children of the consumer society, baby boomers have developed a more hedonistic lifestyle than their elders, and they have no intention of changing their consumption habits simply because of age.

As they retire, the idea of “staying young in mind and body” also translates into strong interest in beauty and health. The “radiant 70s” will be the new winning attitude, with boomers wanting to look their best for their age. It’ll be about returning to your “natural” state.

For example, hair becomes less dense and the fibres tend to dry up after the age of 50. As a result, seniors (particularly in Europe) tend to visit hair salons more frequently. Here’s a great opportunity for brands to come out with new products that target specific needs (such as a product that not only treats



**Marie-Josée Lamothe**, VP, CMO  
and CCO, L'Oréal  
Canada

fibre strength, but also helps to reverse scalp aging), while retailers could begin offering hair-care days, geared specifically at the 50-plus crowd.

Men have also gotten in on the action as both young and mature men are increasingly using skin care and beauty products – so marketers should be wary of ignoring this group.

Helping all baby-boomer seniors feel and look young will become an important tool in the messaging mix for health and beauty marketers.

This is a trend that will reverberate across all fast-moving goods categories. An Industry Canada report on consumerism changes and boomers found, for example, that food is increasingly positioned as a wellness product as this cohort seeks to delay the aging process. Brands that build this into their business strategy when it comes to reaching seniors will likely be rewarded.



**Left:** the Jawbone wristband tracks activity. **Opposite page:** seniors enjoy a wine tasting at Harry Rosen.



TELEVISION • PRESS • OUTDOOR  
RADIO • DIRECT • MEDIA  
BUSINESS TO BUSINESS  
MEDICAL • CORPORATE IMAGE  
MOBILE • INTERACTIVE  
PUBLIC RELATIONS  
FILM CRAFT • PRINT CRAFT  
BRANDED ENTERTAINMENT  
SOCIAL NETWORKS • DESIGN  
PACKAGING • PHOTOGRAPHY  
INTEGRATED CAMPAIGNS  
PROMOTIONS

# Get noticed

[epica-awards.com](http://epica-awards.com)

image courtesy of Pierre-Elie de Pibrac - [www.pierreeliedepibrac.com](http://www.pierreeliedepibrac.com)

*The Jury:*  
+Design (GR)  
AdAsia (SG)  
Adobo (PH)  
ArabAd (LB)  
Best Marketing (EE)  
Brand News (IT)

Briefing (PT)  
Campaign Brief (AU)  
Creative Review (GB)  
El Publicista (ES)  
[exchange4media.com](http://exchange4media.com) (IN)  
Extra Dienst (AT)  
IMJ (IE)

Kampanje (NO)  
Kreativ (HU)  
Lürzer's Int'l Archive (DE)  
M&M (FI)  
Markedsføring (DK)  
Marketing Magazin (SI)  
Marketing Week (GB)

Marketing Week (GR)  
MarketingTribune (NL)  
Marketing Türkiye (TR)  
Migrate (ZA)  
Modern Advertising (CN)  
NC Nuova Comunicazione (IT)  
New Moment (RS)

Persönlich (CH)  
Press (PL)  
Pub (BE)  
Pubblicità Italia (IT)  
Resumé (SE)  
Sign Cafe (BG)  
Sostav.ru (RU)

Strategie (CZ)  
Stratégie (SK)  
Stratégies (FR)  
Strategy (CA)  
The Drum (GB)  
W&V (DE)  
Werbewoche (CH)



# NEXTBIGTHING

## THE APP-IFICATION OF BRANDS

Brands are developing ways to be part of the consumer's life, and have the consumer be part of the brand story as well.

To that end, marketers are developing deeper content programs, and brands are playing a new interface role, helping consumers make more informed decisions.

The entertainment side of brand content has teched-up too, with holograms, augmented reality and other social/mobile-friendly variants beyond utility.

All of this is changing who brands collaborate with, and where creative ideas are coming from.

Read on to see where brands are going for Next Big Thing intel, how brand content is evolving and what brand-as-interface role consumers are ready to embrace as the marketplace techs up.

## New partners for a **new** reality

It's a brave new digital world for brands, and they are increasingly looking to new partners for ideas and creative executions to navigate this new frontier

BY GRANT SURRIDGE

**S**amsung Canada's VP marketing Andrew Barrett describes himself as an idea guy. Reached by phone during a vacation on the Turks and Caicos Islands, he laughs while recounting how his colleagues would happily verify he's quick to share the 17 or so sudden insights that pop into his head daily. But even this self-appointed idea man was impressed by the flood of creative inspiration that arose from conversations with one of the brand's newest partners.

When Samsung decided to engage its customers on Facebook, it approached representatives from the giant social network directly. From there it was pointed back to a Toronto-based

Workers at Bnotions' Toronto offices will soon move to larger digs as the company exponentially expands.



company called Bnotions, which began developing software programs and other platforms Samsung could use to promote its brand digitally.

The relationship produced an unexpected benefit: exposure to the thinkers at Bnotions provided Barrett with several ideas about how

Continued inside...





# Creating content

At TC Media we create, curate and aggregate a universe of content across a full range of platforms to help clients meet and exceed their objectives in markets here in Canada and around the world...on message, on time and on budget. Find out how TC Media can create the content that works for your business today.

**tc** • MEDIA

A MARKETING ACTIVATION COMPANY

[www.tc.tc](http://www.tc.tc)



**Above:** Students working at one of Hyper Island's schools. **Left:** Hyper Island's Anders Sjöstedt.

the company could use technology to physically engage consumers and promote its brand. For example, Bnotions is now developing interactive technology consumers can use to view Samsung products inside the company's new retail outlet in Vancouver, the first of its kind in North America.

It's part of a wider trend in the marketing world in which brands no longer look solely to advertising agencies for creative inspiration, but rather seek a wider selection of partners – usually revolving around new technology – to help generate ideas and produce better dialogue with consumers.

"There's definitely a broader spectrum of where ideas come from and it's not as single-sourced as in the past," says Barrett.

Marketers increasingly want a better grasp of the changing nature of consumer interaction with their brands, says Anders Sjöstedt. He is global director of executive programs at Hyper



Island, a Sweden-based school founded in 1996 that educates agency people and marketers in technology.

"Two or three years ago when we started working here in America, we mainly worked with people from advertising agencies," says Sjöstedt. "That has shifted quite drastically in the last year. I would say now we're working 50/50 agency and brand and it's the brand side that is increasing."

Hyper Island works with massive global brands like Unilever, Kraft, Ikea, P&G and General Mills and Sjöstedt says these companies are constantly examining how they can best work with agencies.

"If you look inside brands and organizations today, the interesting innovations in terms of how they develop their brands is not coming as a result of how they work with agencies. It's coming as a result of how they change their internal procedures," he says, pointing to innovation labs, new collaborations and new ways of building innovation into products, as examples.

In his new role as chief marketing officer for the Forzani Group, which counts Sport Chek as a major brand, Duncan Fulton is all about such change. He intends to overhaul the marketing strategy to focus heavily on digital with less print and traditional television spots and more social media and online executions. Fulton is building the systems, metrics and platforms needed to deliver on his goals and reinvent the retail experience for the digital age; both in-store as well as along the path to purchase.

"We've brought on a lot of folks that are more digitally savvy into the marketing team," says Fulton.

He garnered tons of ideas after a visit to the Digital Media Zone, a research lab at Ryerson University. The lab acts as a breeding ground for startups and student entrepreneurs looking to connect with companies. He received so many ideas that he sponsored a competition for a fourth-year class to come up with technology-based applications for the retail environment.

Bnotions partner in charge of creative and digital, Paul Crowe, says in the past agencies created a story around a brand and built a connection with consumers by entertaining them. But traditional channels of entertainment are changing and consumers are paying less attention to them; the new channels Crowe sees brands embracing are ones created by technology companies.

Crowe worked several years at Publicis Canada as an account director and digital strategist before moving on to director

of digital strategy at Extreme Group. He realized marketers were becoming more “digitally educated,” CTOs were entering the marketing conversations and brands were examining all the money they threw at microsites and apps that realistically had only one-off usage.

He's since assisted Bnotions' transition from a web development shop to an innovation company. The strategy seems to be working – over the past 18 months the firm has grown to 50 people from 16.

Now Bnotions focuses on building tools and platforms that brands can use to interact with consumers on an ongoing basis rather than during time-specific campaigns. One example is the Android app Bnotions is developing for Quest Diagnostics, a U.S.-based company that operates 40,000 medical clinics around the world. Focusing on diabetic patients, the app lets users pre-schedule their regular doctor appointments and remind them when it's time to come into the clinic, ensuring more regular revenue streams for Quest.

The app also lets users keep a daily food diary, complete with photographs of their food and the number of calories and carbs it contains. They can record their

glucose levels, blood pressure and even how they are feeling at any given moment, with other users in the app's network instantly

updated on which foods produce the best results. Doctors gain instant access to a vast, real-time information stream about their patients.

Ultimately, applications like these are meant to function as free lifelong media channels that offer brands far more value than buying media spots for a specific campaign.



Microsoft's visible Cannes presence is part of a wider strategy to educate advertisers about its technologies.



Students at Ryerson University's Digital Media Zone connect with entrepreneurs on real-world projects.

Owen Sagness is another innovation advocate, focused on educating the marketing world on tech advances that enable new kinds of audience experiences across multiple devices and screens. The VP of advertising and online at Microsoft Canada prefers to work with both agencies and brands, but admits that because Microsoft has relationships with organizations that go beyond advertising, chief information officers will often directly connect Microsoft with a brand's chief marketing officer. The focus on multiple screens comes into perspective when Sagness points to Microsoft's 1.4 billion devices used worldwide, ahead of Apple with about 200 million.

Microsoft is a major sponsor of the Cannes Lions International Festival of Creativity, which makes sense given Microsoft's efforts to educate clients on the potential of harnessing technology for advertising. For instance, it hosts senior media agency and marketing executives from different countries and debuts new technology and applications around the festival. It is one of several media companies that made a big splash there, such as Google with its Creative Sandbox innovation space, and are eyeing ad agency networks' thought leadership role.

A marketing executive in Canada's financial industry who attended Cannes this year says he was surprised by the strength of the presence of technology companies such as Microsoft and Google. “They want to talk about the industry and they are aggressively trying to get more of a share of the pie,” says the executive, who asked to remain anonymous to protect existing client relationships.

Microsoft already has a history of working with developers on its various platforms. It now wants to leverage that experience and extend those programs to help agency creatives build executions using the technology.

“I think what's interesting is that the line between an application developer and an agency starts to blur in this new world,” says Sagness.

For a glimpse of the future, Sjöstedt offers up as example the 80-year-old children's brand Lego, which consults heavily with its customers on product design. This makes its customers feel constantly involved with the brand.

He says that the more brands work in this manner, the more they will control their own destiny rather than having to go to an agency every three months to reinvent themselves. A more hands-on approach to helping their brands' digital interface with consumers is key.

But understanding how to engage consumers effectively, consistently and constantly in the digital world requires specialized knowledge. Sport Chek's Fulton compares it to building a house, in which several contractors are required to work on different parts of the project.

“The complexity of the digital marketing universe is just growing right now,” he says. “If you want to be an expert in digital marketing you probably need 10 or 12 [partners].”

He prefers working with partners who bring creative ideas to the table but can also admit when they aren't experts in technology. “You have to be ready to say, ‘I have a vision for how this thing works, but I'm not the best person to execute it.’”



# The **new** branded content

Brands like Nike, Subaru and Molson are building audiences – and their own media channels – through apps and games

BY MEGAN HAYNES



**I**magine having something that automatically tracks your every move, rewards you for accomplishments and shares your achievements instantly with friends and family. What if it also allows you to compare yourself against celebrities, and lets you video document your awesome stunts?

It already exists in the form of Nike+ and FuelBand, a product people buy and show off as proudly as we all did our first iPhones. It represents the new wave of branded content: ongoing relationships between consumers and brands, forged to create ecosystems for social connections and functionality. Brands are breaking into personal spaces, combatting tech fragmentation by providing mobile solutions for their customers that ultimately serve as free (and viral) media channels.

That was the reasoning behind Subaru's Map My Dog Walk and Guide



to Everything, which tap into the brand's "Get Outside" mentality, says Rob Font, national digital communications manager, Subaru. Knowing that 70% of the brand's customers have a dog, Subaru has featured puppy-focused ads each February since 2010 during the annual Puppy Bowl. Looking for an opportunity to extend the experience beyond the winter months, it partnered with an app maker to launch the dog walking pedometer app, which also contains a built-in social sharing network to find dog walking friends in your vicinity, and record best walking routes, speeds and distances. Since its release, Map My Dog Walk averages 300 downloads daily, lending life to Subaru's

"puppy-approved advertising" beyond the February campaign, Font says, adding that the functionality of the app has allowed for a deeper and richer relationship with users.

The car brand has since partnered with Lonely Planet for the Subaru Guide to Everything, an interactive guidebook-style app that allows users to submit destinations and reviews, as well as pull content from Lonely Planet.

These apps allow the brand to integrate into the everyday lives of its drivers, says

Font, breaking through consumers' private spheres.

He notes that Subaru doesn't expect the app to drive sales, "but [they will] amplify their experience and really tie Subaru to that. It's a way to use the consumer as the voice of the

brand – not just to pat ourselves on the back. At the end of the day, yes we want to sell cars, but if we have our owners speaking to their experiences and sharing that with others who potentially might be in the market [for a car], that holds a lot of value."

Achieving Nike+ calibre success in the brand-as-interface arena has long been the Holy Grail in this space, and now Nike has raised the bar again. FuelBand, a \$150 (U.S.) arm band developed to encourage activity – be it through sport, exercise or everyday movement – tracks motion and assigns "Fuel," a Nike-developed exercise metric system, which is then uploaded to a personalized profile

Nike+ encourages exercise, first through Nike+ Running and now FuelBand.

# Go where no cat has gone before.



Dog Tested. Dog Approved.



page that can be shared with others. And it's changing the way Nike does business, according to Stefan Olander, VP, digital sport, Nike.

At the Cannes Lions Festival of Creativity, Olander – the former global head of advertising at Nike – said that in the mid 2000s, people began to say they no longer wanted to hear “Just do it,” but rather, demanded help to “Just do it.” So in 2006, it debuted the Nike+ system, a running shoe with an embedded chip that wirelessly transmits strides to an iPod or iPhone, all synched through an online profile. The Nike+ Running community of more than seven million played off insights that people love to share their achievements and wanted an easy way to measure activity. Four years later, this evolved into FuelBand, allowing Nike to extend the Nike+ community to the rest of the athletic world.

“It’s a product that lives with you and offers really good value. It’s functional jewellery – and [it’s] 365-day engagement,” says Dre Labre, CD, Rethink and Cyber judge at Cannes, where FuelBand took home two Grand Prix Lions in Titanium and Cyber.

“It used to be that when you bought a product, that was the end of the relationship, [but now] the purchase needs to be the beginning of some relationship with the consumer,” Olander said. “[Nike+ and FuelBand] creates an ecosystem of services.” The connection with friends, family and celebs is a big

driver, he adds. They’ve since released Nike+ Basketball, Nike+ Training and partnered with Microsoft to measure activity through Kinect devices.

FuelBand appeals to the desire to compete, which is why beyond functionality, gamification is another area that’s ripe for content creation in the push to app-ify brands.

For example, tapping into the knowledge that beer drinkers tend to love hockey, Molson aligned itself early as sole sponsor of the NHL PrePlay app, targeting hockey fans (and more specifically fantasy fans).

The app, developed by PrePlay Sports and the NHL, allows users to play along with games by predicting who will score, win the faceoff or get a penalty, etc., competing against their social network for “predictive” supremacy.

“So many hockey fans think they can build a team better than [general managers] can,” says Reid Black, senior marketing manager, Molson Coors Canada. “The predictive gaming app really plays off that insight that people believe they know the game better than their friends, and [creating] rivalry is a fun way to do that.”

Once that “fun” factor is tapped, the app also directs people to the nearest

Molson-sponsored pub or bar showing the game – something Molson plans to capitalize on in the coming season. Black says they plan to roll out in-bar tournaments, allowing players to compete with strangers, after early tests at the Real Sports Bar in Toronto during the Stanley Cup finals netted positive responses.

Building out this conversation has been very important for Molson, Black says, and something they’ve focused on for a few years now over social media channels. Now with mobile, there’s a new opportunity to further ingrain itself into the lives of consumers.

“[We’ve] really taken a big step in this direction to play up the conversation with our drinkers – whether that’s Facebook, Twitter, SMS or email,” Black says. “This NHL PrePlay app will be another significant step in that direction.”

He adds that while they aren’t currently exploring new apps (having not seen this one in action for a full hockey

season yet), they are open to exploring new partnerships should something that fits well for the brand arise.

“Campaigns are important, but they don’t generally carry out the conversation in a meaningful way,”

he says. “For us, [the app is] a way to continually have a conversation with our drinkers, that isn’t just a one-time thing. This is an opportunity to connect with them throughout the hockey season, and build a dialogue and the brand more intrinsically with our hockey fans.”



**Top:** Subaru’s Map My Dog Walk fits its outdoorsy exercise-focused message.

**Right:** Molson’s app pits NHL lovers against each other.





# Mobilizing consumers

At TC Media we provide the mobile services, products and solutions that help clients keep pace with continually changing business and consumer needs, including strategy, apps, e-commerce, social media and connectivity. Find out how TC Media can help you stand out in the mobile marketplace today.

**tc** • MEDIA

A MARKETING ACTIVATION COMPANY

[www.tc.tc](http://www.tc.tc)





# Linking it all together

At TC Media we connect everything that matters by creating a multitude of touch points between brands and consumers to enhance loyalty, offering targeted content at the right time, in the right place and in the right context. Find out how TC Media can link it all together for you today.

**tc** • MEDIA

A MARKETING ACTIVATION COMPANY

[www.tc.tc](http://www.tc.tc)

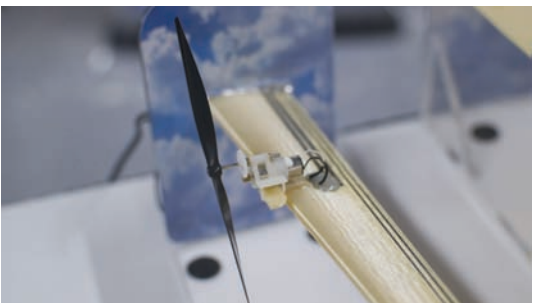




## SEEING THROUGH GOOGLE-COLOURED GLASSES

Google's Project Glass, which puts all your smartphone and computer capabilities onto Terminator-esque eyewear, is the talk of the tech world, while companies like Oakley have already developed similar goggles for the sports world, tracking niche things like snowboarding stats. So how can brands capitalize on this (literally) in-your-face technology without becoming background clutter? Here are our top three possible uses:

- 1) Dominique Trudeau, ECD, Taxi Montreal, says brands could easily embed a watermark or signature into products, so that when viewed with the glasses, it could offer product information and make ordering via eyewear easy. Just tell your glasses to do the ordering for you.
- 2) Capital C CEO Tony Chapman says there is an opportunity to delve deep into a product's backstory, nutritional information or functional uses that retailers and CPG companies should consider for future in-store marketing plans.
- 3) Steve Di Lorenzo, senior CD at digital agency Blast Radius (half jokingly) predicts bank tellers in the future will wear Google glasses, recognizing customers as they enter, pulling up banking information and allowing banks to create uber-personalized customer service. (Ed. note: Not creepy at all!) **MH**



## PRINTING A NEW BRANDED POSSIBILITY

Be prepared for 3D printing to make waves in marketing circles, says Joe Dee, chief technology officer, Tribal DDB. The tech spits out more than just words on a page, creating three-dimensional objects by layering plastic, cloth and metal in specified patterns. It originally began as a way of making prototypes and models, but the technology is becoming cheaper, and with certain printers selling for \$1,200, it's now in consumer price range. And that's something marketers should be on the lookout for, as these printers have successfully created shoes, jewellery and even a functioning Stradivarius violin. If people can print their clothes at home, how will brands adapt? Dee says companies may start selling patterns to be printed rather than items themselves while others may fight against 3D printing by creating one-of-a-kind pieces that can't be replicated. **MH**



## OLD-SCHOOL HIP-HOP MEETS NEW SCHOOL TECHNOLOGY

Twenty years ago, Naughty By Nature rapped its way to the forefront of American hip-hop's eventual domination of the global music charts. *Spin* magazine called its massive hit "O.P.P." one of the best 20 singles of the 1990s.

But that was then. Having last recorded with a major label in the mid-'90s, the musical pioneers are forging a new path: they will soon be one of the first bands with their own app on Google TV. No longer backed by the marketing muscle of a major label, the group re-recorded its biggest hits to gain licensing control of the music and teamed up with Toronto-based application developer Bnations to build out not only the technology, but an overarching strategy to promote the brand.

"It helps our core fans who grew up with us in the '90s find us virally," says band member Vinnie Brown. "As well, it gives us the platform to go where the young kids are."

Bnations' Paul Crowe says Google TV apps differ from the "cookie-cutter" mobile ones usually created for bands that function as sales channels. Apps for smart TVs are meant to be viewed on big screens, providing an immersive experience. When the app goes live later this year, users will be able to purchase Naughty By Nature's music or merchandise, view and exchange photos or watch exclusive content produced by the band on its Naughty TV channel. It has already spawned sponsorship opportunities: one video shows Brown using the pen from Samsung's Galaxy Note device to sign "digital autographs" on backstage pictures tweeted to him by fans after a show in Australia. **GS**

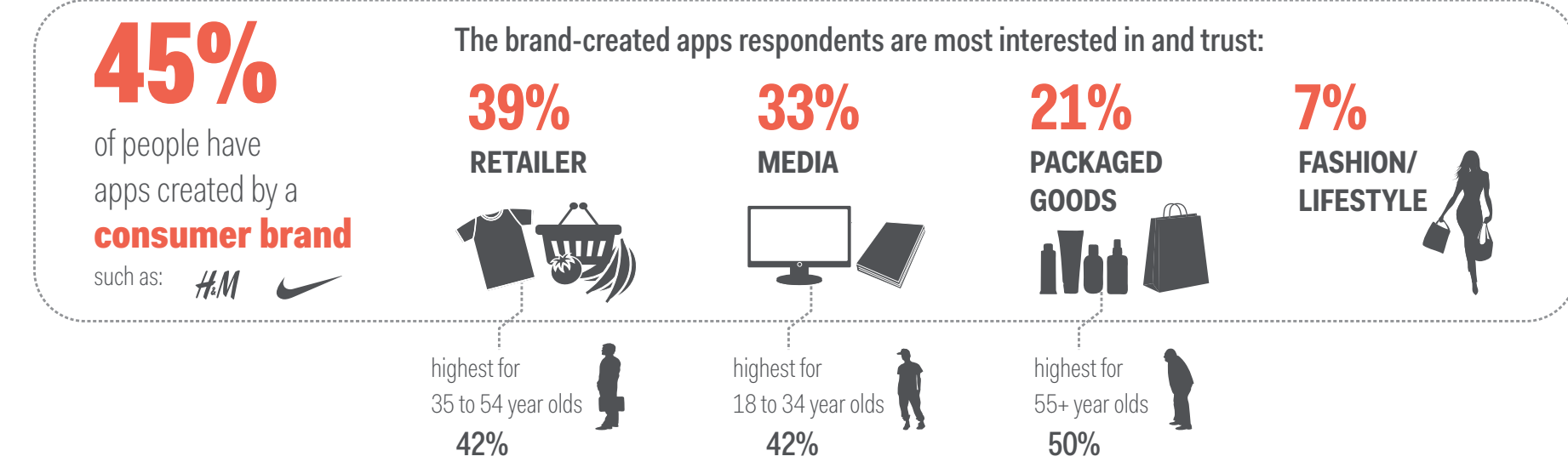
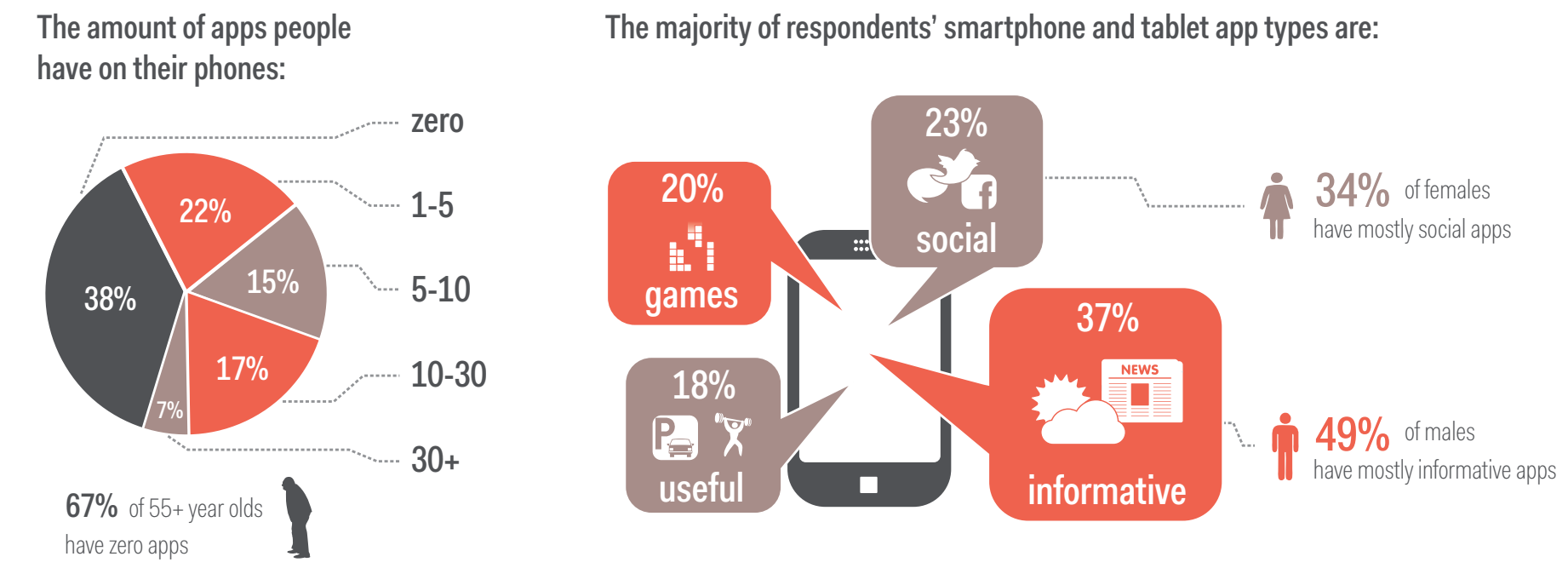
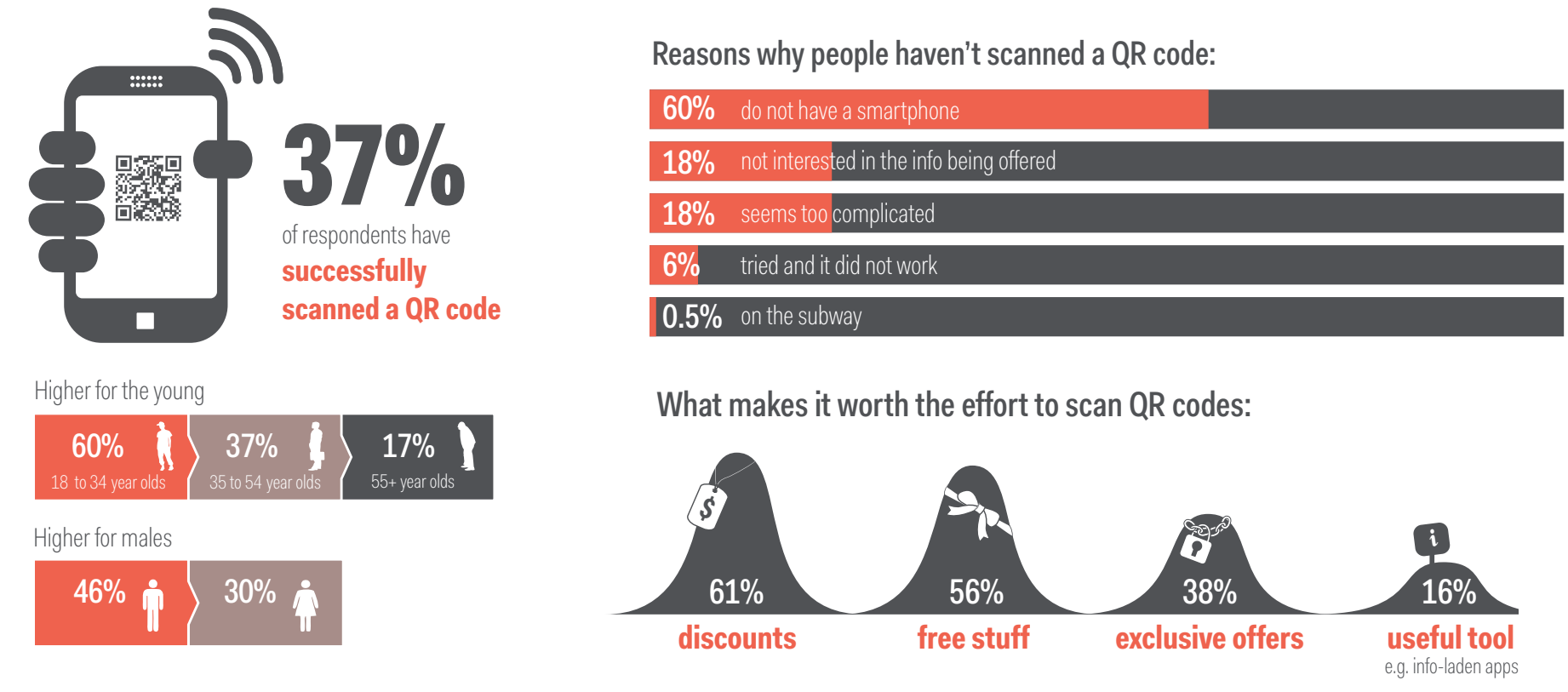
# NEXTBIGTHING

## WHAT CONSUMERS WANT NOW + NEXT

Daily tech advances take us closer to Philip K. Dick's sci-fi vision of the future, wherein smart ads float around looking for passersby, talking to you by name and helpfully (or annoyingly, if you're on the lam) making compelling pitches for things you need.

Since the future is nigh, *strategy* wanted to know what kind of techy innovation consumers are really ready for, and what sort of shopping and lifestyle interface roles they're amenable to brands playing in their lives.

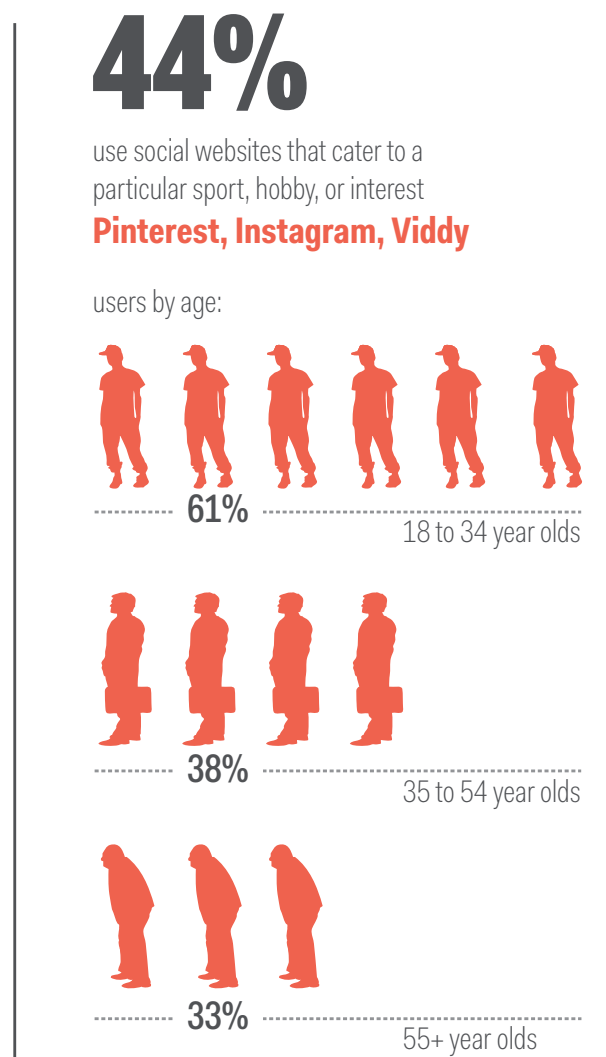
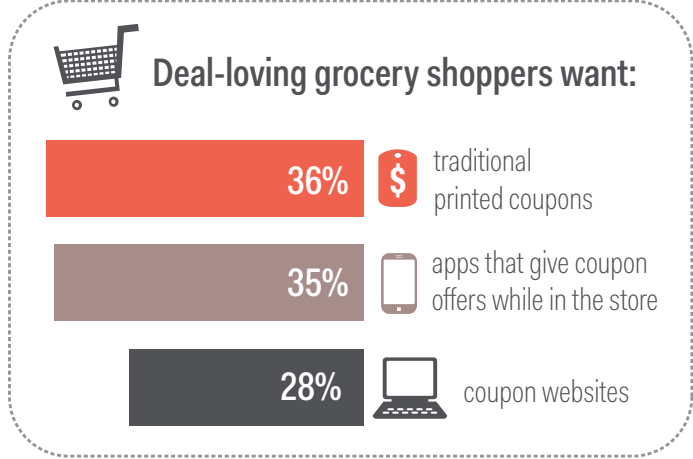
Toronto-headquartered **Fresh Intelligence** took our questions to their panel of Canadians, and this is what they found:



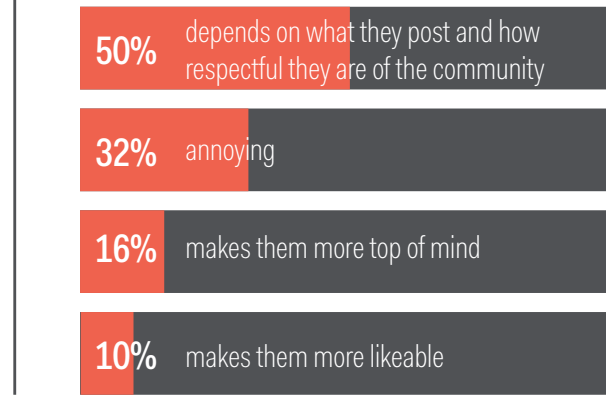
This study was managed by Fresh Intelligence with sample provided by Research Now. It fielded between July 19 and July 20 targeting Canadians 18+ with a national representation on age, gender and region. Infographic by Sandra Tavares.



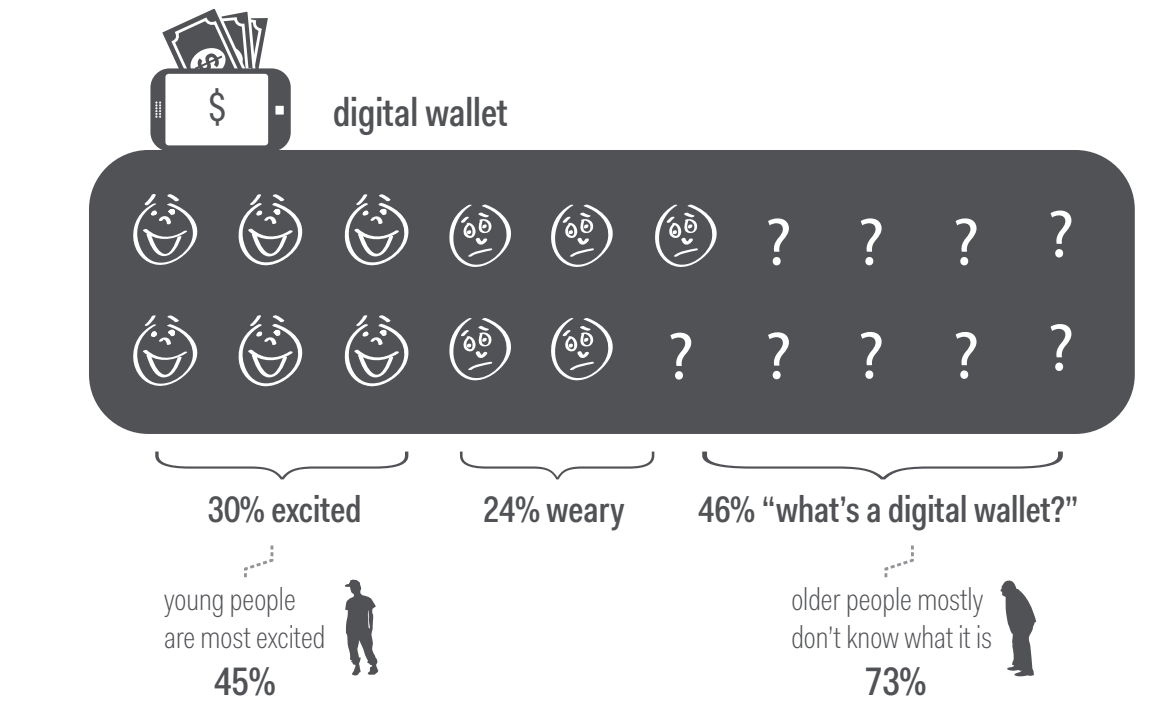
Consumers think brands should be better at:



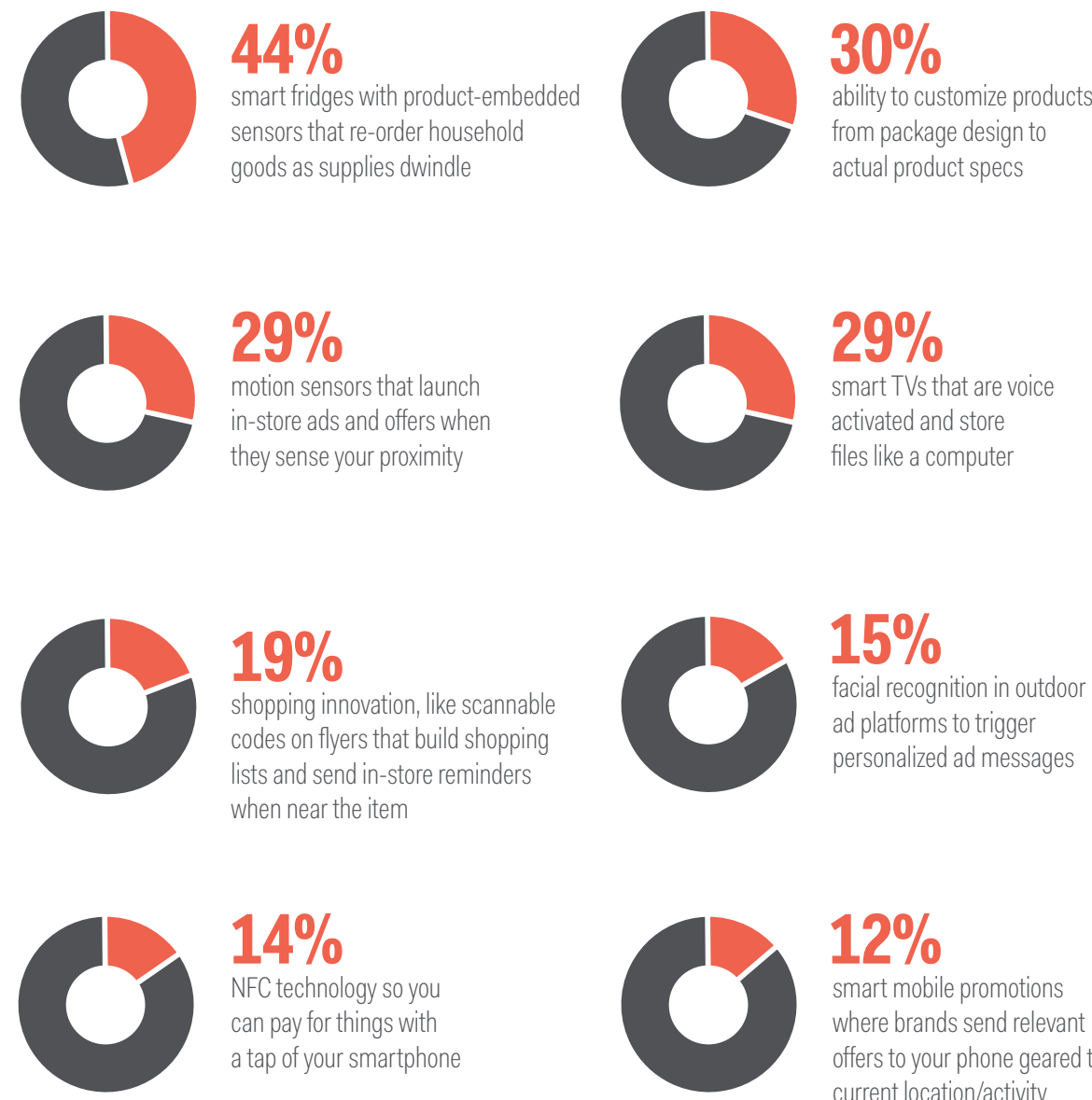
Thoughts of brands on these sites:



But the following is too personal:



Techwise, consumers are looking forward to:



## BRAND STORYTELLING GETS (SERIOUSLY) TECH-IFIED

BY MEGAN HAYNES

Futuristic, individually-targeted talking ad scenarios may still be a few years off, but the technology is getting better and cheaper, so holograms, mind-reading and personalized ads are moving from sci-fi to real world. Here's what's happening in these spaces now:



**Holograms**  
Now that every other movie is released in 3D, is it any wonder that we're seeing more holograms pop up in advertising? Just this year, a holographic version of Tupac Shakur performed original work at the Coachella music festival as part of a promotional push around his new posthumous album, winning a Titanium Lion at the 2012 Cannes Lions Festival. Meanwhile, GE created a holographic jet engine and invited the public to put it together by controlling the pieces by waving their hands, while Nissan Canada tested out an aquatic hologram, which reflects 3D images off mists over bodies of water, sending a car on a lake-surface chase for its Canada Day execution.



**Mind-reading advertising**  
New Canadian clothing retailer 3F says it has the technology to determine a shopper's fashion state of mind by measuring brainwaves, and suggests outfits based on whether the shopper is focused or relaxed. The technology doesn't actually read thoughts and is still in its infancy, but it can measure the electromagnetic pulses a brain emits. Predicted by IBM to be prevalent by 2016, Ontario Power Generation has tested out the technology for training scenarios, and just before the London Paralympics, researchers unveiled a bobbed controlled via thought. You don't have to be a mindreader to predict the technology will trickle into advertising executions.



**For-your-eyes-and-ears-only ads**  
Ray-Ban and Australia-based Lynx both launched ads that could only be seen through special polarizing glasses. The technique taps into "for-your-eyes-only" exclusivity and Cameron Wykes, tech enthusiast and chief innovation officer, KBS-P, says we'll likely see more of this type of hyper-targeted ad with laser-guided sound systems and facial recognition software becoming mainstream and affordable. Facial recognition is already starting to trickle into advertising, such as Plan U.K.'s female-only transit ad, which determined a person's gender based on facial features and only displayed the ad to women passing by. Laser-guided sound systems can hyper-target an area to transmit noise – for example only when facing a screen or when you're within three feet of a speaker – and Wykes says it's only a matter of time before someone in the ad world marries the facial recognition software with the laser guided system to create an ad only visible and audible to the person of its choosing.



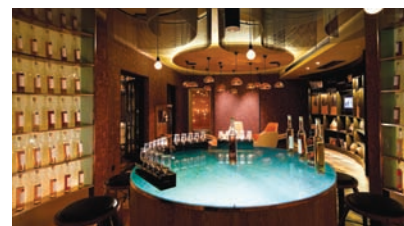
**Ads powered by Facebook**  
Advertisers are already using social media to create personalized commercials, different for each person who views them. It was a trend first spotted in 2011, with the Canadian Blood Services' AttoMIC award-winning campaign, which tapped a user's friends and family to personally depict the wide reach of blood donation across one's social network, as well as Intel's Gold Lion-winning "Museum of Me," which invited users to log onto a website with their Facebook details, which then takes users through their life, pulling in images, status and relationship updates, videos and songs. Brazil-based reator Carvalho Hosken used the same technique to display Facebook images in digital frames around a model home, personalizing the tour for potential homebuyers, while MTS in Manitoba created videos where the user becomes the hero in a love story (see p. 38).

## THE NEXT BIG BRAND CONTENT FORMULA: UNIQUE EXPERIENCES

Branded content used to span some fairly predictable formats, from film and TV integration deals to sponsored content programs with media properties. Now brands are making sure programs are more 360° and intricately – physically – tied to the brand



**Loblaw's Recipe to Riches**  
The 2011 launch of the *Recipe to Riches* show marked the first ever TV-to-next-day-retail experience and is the new branded entertainment Grail. Loblaw was not only the focal point of the series – which pit amateur chefs against each other and turned their creations into purchasable items the day after the show aired – the products were the focus of extensive flyer and in-store promotion, engaging both the on-air Food Network audience and online social network voters, culminating in an exclusive-to-Loblaw shopper experience. And they're set to repeat the exercise in the fall season.



**Diageo's Johnnie Walker House**  
The Shanghai-based Johnnie Walker House, a posh, four-storey mansion with a private party room and multiple tasting stations, offers interactive displays connected to RFID chips in bottles, which launch videos, maps and photos. The mansion hosts events, such as whisky tastings and personalized brews from whisky masters, as well as lectures and master classes, and is aiming to jump-start the whisky culture in China, where Diageo has experienced rapid growth. The house, launched in 2011, was originally a marketing stunt to promote the liquor among a select group of fast-growing affluent Chinese drinkers, but the stunt evolved into a profitable business, with the average customer spending between \$500 and \$10,000 (U.S.) per visit.

## Our RTB Advantage:

With over 12 billion monthly impressions to more than 137 million unique visitors\* in Canada and the US, we reach 2/3 of all online Canadians. We offer premium sites, unsurpassed reach and precise targeting across more than 20 content channels. That gives YOU unprecedented control over price and performance.

\*[comScore Media Metrix – July 2012]

lesaffaires



IXX Demand Media

More

About.com  
Need. Know. Accomplish.

The Hockey News

Canadian GARDENING



décormag

styleathome

POPSUGAR

E-LLE

E-LLE

eHow

weblocal



The Ring Bearer.ca

CRACKED.COM

Vita

MochaSofa™

JARDINAGE.NET



COUP POUCE

Canadian Living

tc MEDIA

A MARKETING ACTIVATION COMPANY

WWW.TC.TC

reduxmedia



# B!G ideas & impact

What happens when agencies go beyond the borders of advertising? They create solutions that solve problems beyond the remit of marketing, with longer-term impact than campaigns. The seventh annual B!G Awards looks at some of the biggest ideas of the past year for some of Canada's biggest brands representing big votes of confidence in the scope of their agencies' strengths.

BY EMILY JACKSON



**Sid Lee**, which won Silver last year for transforming a ferry boat and floating theatre into the Bota Bota Spa-on-Water, took home **Gold** this year for a new architectural innovation, also involving ship-building.



**Silver** went to **MacLaren McCann**, which created a social recruitment protocol that was adopted as a global best practice.



This year's **Bronze** winner, **Cundari**, literally turned brand assets into art and auctioned it to raise funds for charity.

Read on to learn more about this year's B!G winners.



# Sid Lee Architecture sets up shop for Red Bull Amsterdam



A truly remarkable example of extending agency brains beyond the normal confines of our industry

— Ian MacKellar, CCO, Ogilvy Toronto



## The challenge

With its offices situated just outside the Dutch capital, Red Bull Amsterdam wanted to relocate to a more urban location that would better reflect its culture and involvement in arts and sports. Red Bull found a home in a former heritage ship-building factory north of Amsterdam with three adjacent bays. The company requested a non-conformist, energizing design that would help employees think up impossible ideas, and Sid Lee Architecture's main goal was to create a space that would reflect this rebel culture.

## The insight

The brand isn't just about energy drinks. The company is a major sponsor of extreme sports and has been involved in racing competitions, including Formula 1 and Nascar. It has also invested in music, helping young artists by creating travelling workshops such as the Red Bull Music Academy, and in dance, particularly with the Red Bull BC One Battles, a breakdancing competition. Its new headquarters would need to reflect this dual personality while still functioning as a work space.



## GOLD

### The B!G idea

To transform a simple industrial building into a space that represented Red Bull's philosophy, Sid Lee Architecture came up with a design concept that was just as extreme and unexpected as the energy drink maker's brand persona.

Working in collaboration with the agency's Amsterdam graphic designers, the architecture team wanted to express Red Bull's extreme sports culture using master craftsmanship and down-to-earth humour (The trademark Red Bull wings, for example, are found surrounding the urinals in the men's washroom.) The interior architecture embodies pop culture and action sports in a physical way, such as skateboard ramps and ski cliffs that are also office-space functional. In one office, a jet is painted on the wall with an airplane wing protruding out to function as a desk. Contrasting elements (such as black vs. white or work vs. play) are used throughout the space to reflect the brand's uniqueness.



### The Impact

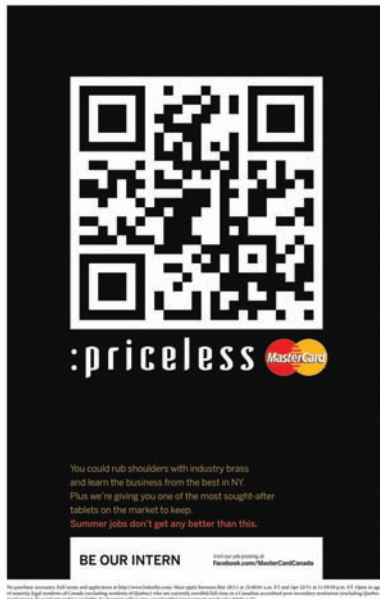
Red Bull employees and management were extremely satisfied with the new headquarters, which surpassed expectations. The total cost of the project was lower than expected, while Sid Lee's team managed to create a design concept that was fully on par with the company's identity and values.

I found this project to be very inspiring, and give the client full marks for hiring an agency to tackle the challenge

– Frank Palmer, chairman & CEO, DDB Canada

SILVER

# MacLaren McCann finds a social intern for MasterCard



## The challenge

MasterCard Canada was looking to hire four digital-savvy interns to work in the marketing and product solutions group at its Toronto headquarters during summer 2011. While most companies interested in recruiting interns post a job description on their corporate career pages, employment boards or at campus career centres, MasterCard opted to break the mould to attract the best candidates.

## The insight

Employment opportunities on corporate career websites don't attract a lot of

and shortened URLs so that smartphone-equipped students could access info about the program. This took them to a Facebook fan page where a "like" unpacked the info they needed on how to apply. Students then had to go to LinkedIn to upload a resume, cover letter and a link to something creative that further demonstrated their digital know-how. Applicants would have to follow MasterCard on Twitter to find out if they landed an interview.

Students that successfully completed the application process had demonstrated their understanding of the digital landscape. The best applicants were invited to meet the selection team in a one-day workshop and face-to-face panel interview.

It's very impressive that this initiative is being rolled out globally as best practice. It clearly created a lot of excitement on social media with great results

– Robert Levy, president, Brandspark International and Best New Product Awards



attention. On average, Mastercard receives about 30 resumes once a job has been posted. But an application process that spanned Facebook, Twitter and LinkedIn, could get the internship noticed by the target demo – digital natives.

## The B!G idea

By making the campaign itself a challenging process, it would help find the best candidates.

The agency created the "Social Interview," an elaborate online exercise that used social media to pre-screen candidates and find the best and brightest interns.

On-campus, posters featured QR codes

## The Impact

While MasterCard aimed to receive more than 30 applications for the internship, the Social Interview garnered 532 qualified candidates. On the social media front, Facebook fans grew by 400% in just four weeks – establishing a connection with a youth audience and a channel for future engagement – and 46% of MasterCard's Twitter conversations were about the intern program. MasterCard hired an extra intern because of the quality of the candidates and the Social Interview process is now part of the company's global recruitment effort.





# Cundari's BMW art auction takes flight

BRONZE

## The challenge

For several years, BMW had been the automotive sponsor of the various Air Canada Maple Leaf Lounges across the country. As the most luxurious place for the well-heeled to await their flight, this opportunity seemed like a natural fit for

## The B!G idea

Cundari decided that rather than filling the travel lounge with BMW advertising, it would populate it instead with one-of-a-kind artwork created with BMW photography. Each of these enormous art prints was shadow-mounted and stylishly

creative experiment became the agency's most striking collection yet and the work extended beyond the Maple Leaf Lounges. The entire collection was unveiled at the Museum of Contemporary Canadian Art in Toronto during the awarding of the "Best in Show" BMW Prize during the Contact Photography Festival.

Cundari did an outstanding job of leveraging multiple partners to develop a program with high credibility

— David Grisim, associate marketing director, brand operations, P&G

the car manufacturer to reach its ideal demographic. However, by the end of 2010 the exposure they attained was disproportionate to the investment made. BMW challenged Cundari to find a way to bring attention to the brand as well as its sponsorship, and fortify their database for future generations.

## The insight

Regardless of their income, travellers are busy people. In order to get them to stop and take notice of a brand's message, they must be given something of value that they can't find anywhere else.

framed. Travellers who were intrigued by the collections were directed to a specially-created auction microsite that, in addition to allowing bidding, also gave a background and context to the individual pieces and collection as a whole. To further incent bidding, the site also explained how 100% of the proceeds raised were donated to the Air Canada Foundation – the charitable arm of the airline.

Cundari promoted the first three collections with gallery-style table signage throughout the lounge, as well as through social channels and targeted emails. After three successful rounds, the agency decided to take the auction to the next level by curating its own Canadian collection rather than using globally-sourced photography. By partnering with the Contact Photography Festival (another longtime BMW partner) Cundari found four talented photographers and offered them a creative challenge: take five hours and shoot the BMW of their choice in their own unique style. This

## The Impact

In addition to thousands of unique visits to the auction microsite, national coverage of the BMW Art Auction appeared in several trade publications, blogs, as well in *enRoute* magazine and the Contact Photography Festival guide.

Cundari filmed mini-documentaries detailing the entire initiative, which have been viewed by thousands on YouTube. After only three auctions, more than \$20,000 for the Air Canada Foundation was raised and BMW's original challenge of database creation was achieved. In addition to hundreds of new qualified leads, more than a dozen vehicles have been sold as a direct result of the auction, and BMW's sponsorship of the Air Canada Lounge has taken off.

**ERIC FOURNIER**

PARTNER, EXECUTIVE PRODUCER,  
MOMENT FACTORY

In 2007, Fournier joined Montreal-based multimedia design studio Moment Factory as a partner. He was previously VP at New Ventures and member of the executive committee at Cirque du Soleil, where he led the development of events, media, hospitality and arena shows, and prior to that, was VP, strategic planning at Bombardier. He holds an MBA from McGill University and a BBA from the Université du Québec in Montréal. Fournier is actively involved in his local community, notably as a board member for the Children's Heart Foundation and Montreal's Pointe-à-Callières Archeological Museum.

**JEAN-PIERRE LACROIX**

PRESIDENT, SHIKATANI LACROIX

With 30 years of experience in brand marketing, Lacroix heads up Toronto-based Shikatani Lacroix – a design firm specializing in branding, graphic design and corporate identity. His contributions to the industry span roles at the Retail Council of Canada, Canadian Marketing Association, Signs Canada, Society of Environmental Graphic Designers, Association of Registered Graphic Designers of Ontario, Packaging Association of Canada and the Design Industry Advisory Committee. He is also the author of the new book *Belonging Experiences*, a guide to designing engaging communities for brands.

**DAVID GRISM**

ASSOCIATE MARKETING DIRECTOR, BRAND  
OPERATIONS, P&G CANADA

Leading P&G Canada's brand operations organization, Grism oversees all multi-brand scale marketing, shopper marketing, media operations, purchasing, digital and marketing capability. He's responsible for P&G Canada's "Proud Sponsor of Moms" Olympics partnership, the largest multi-brand campaign in P&G's history. Grism joined the company in 1996 after completing his MBA at the University of Toronto's Rotman School of Business, and has held roles in various categories in the U.S. and Canada before taking over brand operations leadership in 2010.

**ROBERT LEVY**

PRESIDENT, BRANDSPARK INTERNATIONAL AND THE  
BEST NEW PRODUCT AWARDS

Prior to founding Toronto-based marketing research and branding strategy firm BrandSpark in 2001, Levy was VP of branding for Cara Operations, one of Canada's largest restaurant companies. He began his career as a lawyer in Toronto, then spent five years operating a legal and business advisory consulting practice in Geneva, Switzerland and Prague, Czech Republic. He earned his Bachelor of Commerce from McGill University (with a concentration in marketing) and his law degree from Osgoode Hall Law School in Toronto.

**Methodology**

Designed to explore the range of contributions agencies make to their clients' business – above and beyond creative advertising – the B!G Awards celebrate major projects that range from internal branding and shaping customer experience to new product development. This year, we invited agencies to submit case studies from clients that have media budgets of over \$10 million (at the parent company level, rather than individual brand level), whose business resulted in at least \$1 million in revenue for the agency. The deep-pocket focus indicates that these are players with the resources to outsource projects to any partner they desire, so choosing their agency over consultants is a B!G vote of confidence.

Submissions were judged, online and in isolation, by a cross-discipline panel of industry experts. Judges graded each entry based on strategy, creativity and impact, giving each of these elements a score out of 10. The top three scores are profiled here and will be recognized at *strategy's* Agency of the Year Awards on Nov. 1, 2012.

**IAN MACKELLAR**

CHIEF CREATIVE OFFICER, OGILVY TORONTO

Mackellar joined Ogilvy Toronto as CCO in 2011. His career in advertising began 20 years ago when he joined Cossette Communications as a junior copywriter. He later moved on to Geoffrey B. Roche and Partners and was named ECD in 2008. After joining BBDO Toronto in 1998, the agency won multiple awards under Mackellar's creative leadership, including Cannes Lions. The Toronto office was named top Canadian agency on the Gunn Report and in the BBDO Network, and became the fourth most awarded in the world. In 2010, Ian left BBDO to assume the creative leadership of Bensimon Byrne for a brief stint, before moving to Ogilvy.

**FRANK PALMER**

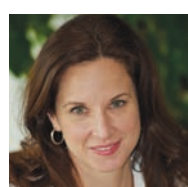
CHAIRMAN &amp; CEO, DDB CANADA

Palmer founded his first advertising agency Palmer Jarvis in 1969 and when it was acquired by DDB in 1998, he continued on as chair and CEO of the merged Palmer Jarvis DDB, later PJDDDB and now DDB. During his career, he has been inducted into the Canadian Marketing Hall of Legends by the AMA and is a recipient of the ACA's prestigious Gold Medal Award. Palmer is a founder of the National Advertising Benevolent Society (NABS) in Canada, and has lent his expertise and influence to numerous industry and charitable organizations. A graduate of the Vancouver School of Art (now Emily Carr University of Art and Design), Palmer still enjoys painting in his free time.

**JILL NYKOLIATION**

PRESIDENT AND FOUNDER, JUNIPER PARK

Nykolation oversees Toronto-based Juniper Park, an agency created in 2007 to bring the principles of strategy, design and advertising together. Clients include Virgin Mobile, Kraft Foods and Pfizer, among others. In the past three years, Juniper Park has won ten Effies, eight Cassies, the inaugural Warc U.K. Prize, a Cannes Lion and the Gold BIG award in 2009. Nykolation's passion for creating brand platforms was cemented while at Kraft Foods, where she was co-creator of Kraft's award-winning CRM initiative, in addition to numerous brand management roles. In 2009, *Ad Age* named Nykolation as one of its "Women to Watch."

**ANGELA SCARDILLO**VP MARKETING & COMMUNICATIONS,  
BEST BUY CANADA

Scardillo is responsible for leading the development and execution of retail marketing strategies and marketing communications across both the Best Buy and Future Shop brands. Leading the marketing, communications, public relations and community relations teams, Scardillo facilitates consistent brand integration throughout the four key areas of advertising, marketing, promotions and creative development. Spending the first half of her career specializing in teen and family marketing, Scardillo has more than 20 years experience in the retail, food and beverage, energy conservation and youth marketing fields.

**Media**  
**IN CANADA**

**Introducing the MiC Free Trial.**

Find out why it's the authoritative source for media news and industry analysis.

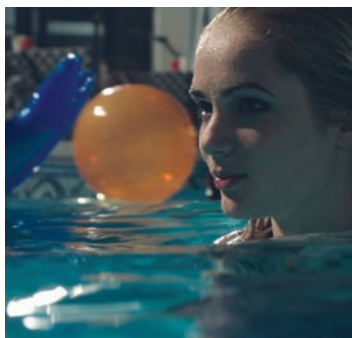
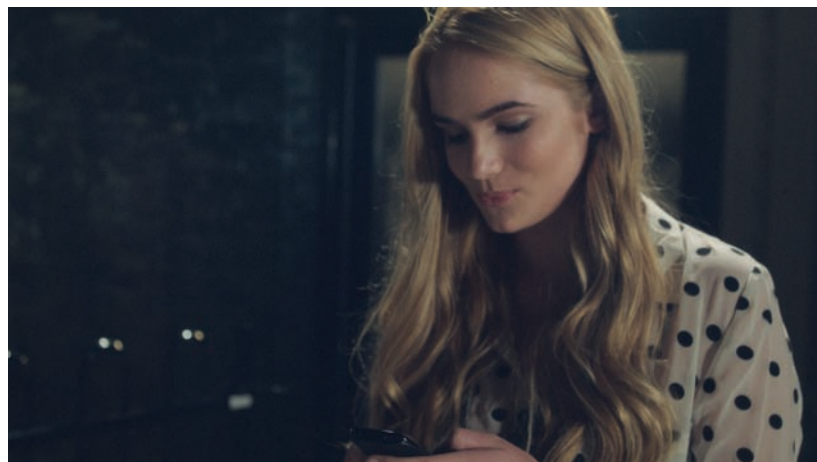
<http://bruni.co/MICTrial>



Try it  
**FREE** for  
2 weeks!



BY MEGAN HAYNES



## MTS PULLS TEENS INTO AN ONLINE LOVE STORY

**M**anitoba Telecom Services (MTS) wants teens to fall in love – with its phone services that is. Highlighting the brand’s ability to connect youth socially, Vancouver-based Dare and MTS are releasing a Facebook video that pulls in content from users’ feeds.

The video, using Facebook Connect, tells the story of a boy chasing a girl to a party, and switches perspectives whether the user is male or female, explains Rob Sweetman, ECD, Dare. The two-and-a-half-minute film asks 14- to 20-year-olds to log into their accounts and turn on their webcams, placing the viewer into the story through surface reflections (like mirrors or TV screens), while people at a fictional party interact with the user’s actual Facebook Timeline. The object of affection will comment on a user’s popular posts and images, while a text message is sent to a cellphone if the number is linked to the viewer’s profile. The video finishes off by linking to the idea of staying connected with MTS’s affordable data package plans.

“We hear a lot about how kids don’t want to be advertised to,” says Sweetman. “But if you can give them a unique experience that doesn’t feel like an ad, [and] talks to them on a very personal level, we think they will respond very well to that.”

The approach differentiates creatively from the competition who are relying on “unlimited data” as their main messaging, by instead depicting the impact on their social life.

“We wanted to talk to kids about ‘unlimited connections,’ because that’s everything at that age,” he says. “[We built] a story around that [to] demonstrate the unlimited data rather than just talking about it.”

The campaign, which launches mid-September, will be supported by a three-month promotional push over traditional media in Manitoba, such as TV, print and OOH. It will also be promoted digitally through banner ads and pre-roll, as well as through streaming channels, such as CTV.ca.

# GSP CROSS-PROMO CHANGES THE GAME



**S**id Lee partnered with London, U.K.-based game producer Square Enix and Vancouver-based game developer United Front Games, to relaunch, rebrand and help develop the videogame *Sleeping Dogs*. Originally titled *True Crime Hong Kong*, the Montreal agency was approached to help promote the game after the publisher Activision backed out of the release over a year ago.

"If we were launching a brand new [intellectual property], that's pretty cool because we're starting from zero," says George Giampuranis, partner and CD, Sid Lee. "But unfortunately, cancelling a game because it's not good enough, that [message] spreads. We had to change the conversation from, 'This game isn't good enough' to 'This game is amazing.'"

The game, which follows a Hong Kong cop attempting to infiltrate the infamous Triad gang, launched mid-August and was heavily promoted

through social media and PR, followed by a TV campaign.

To help rebrand the game, Sid Lee crafted the new name, based on the expression "Let sleeping dogs lie," and tapped up-and-coming U.S.-based artist Tyler Stout to design the cover art. It also brought in UFC champion, and Sid Lee client, Georges St-Pierre to help developers fine-tune fighting techniques, says Giampuranis.

The cross-promotion allowed the agency to tap into St-Pierre's and Stout's large fan bases to amplify the PR message that the game was worth playing, he says. Further, by integrating St-Pierre's fighting techniques into the game, new players – interested in his technique rather than the undercover cop story – might be drawn into it.

The TV spots, which will be supported digitally through website takeovers and rich media, focus on the theme of "breaking all the rules," with rookie cops being trained on the do's and don'ts of policing, while the game's protagonist ignores that same advice.

Playing off the insight that the game allows players to make their own choices, Sid Lee wanted to emphasize that despite playing an undercover cop, players won't always have to abide by the rules in order to win.

"When you say the 'the rules are different,' you're giving the player the ability to make his own choices. Essentially, he could do bad things for good causes," says Giampuranis. "We want people to say, 'Man, that looks like fun.'"

The TV spots were shot in both Cantonese and English, and will be aired around the world in major gaming markets, including Canada, the U.S., France and China, targeting male 18- to 35-year-olds.





# SOCIAL GOES MOBILE

As consumers increasingly access social media from their mobile devices, marketers

can no longer plan mobile and social in silos

**S**ocial and mobile are becoming increasingly intertwined. Want proof? Just look at last month's Summer Games in London, dubbed the first-ever Twitter Olympics. Athletes, organizers and fans were constantly sharing updates via Twitter and other social channels. And they certainly weren't rushing back to their desktops to do so. They had everything they needed to share the excitement in the form of the ever-present mobile device in the palm of their hands.

According to comScore, 45% of all Facebook traffic and 55% of all Twitter traffic is now coming from mobile devices. And it doesn't stop there. Even the business world's biggest social site LinkedIn is more and more mobile. In August, LinkedIn reported that 23% of its unique members are accessing the site via mobile apps, up a hefty 10% over last year. They're doing everything from sharing status updates to reading

news to participating in groups and, of course, connecting with contacts.

These numbers shouldn't come as a surprise. After all, there are now 26 million wireless phone subscribers in Canada alone. "It just keeps growing. You're seeing growth across the board in age categories," says Marc Choma, communications

A sponsored supplement to

**strategy**™ helps vision brand new ideas

Produced in association with

**cwta**

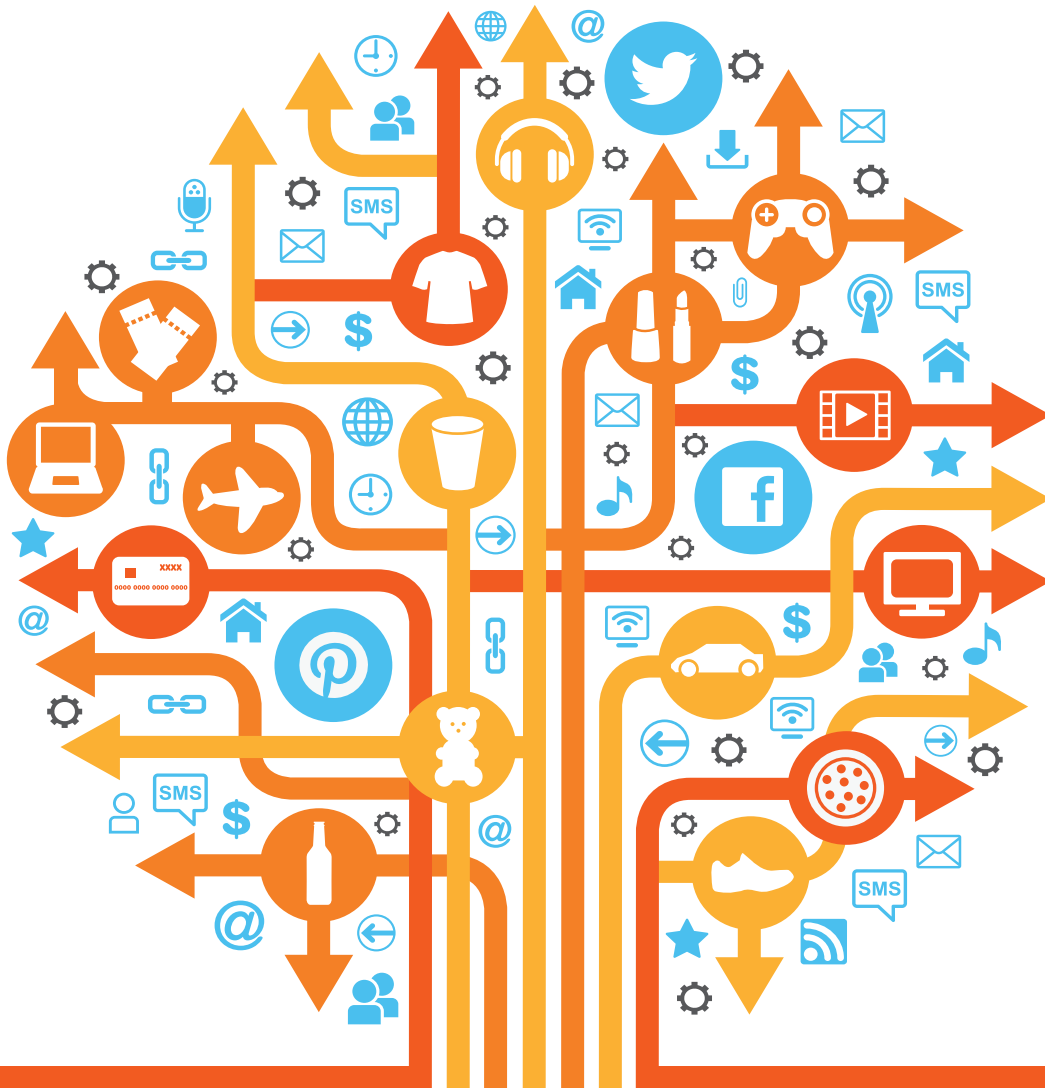
Canadian Wireless  
Telecommunications Association

Association canadienne  
des télécommunications sans fil

**acts**



**We put your  
whole world  
in their hands.**



**contactus@juicemobile.ca**

 **@JUICE\_Mobile**

director at the Ottawa-based Canadian Wireless Telecommunications Association (CWTA). “Just about half are smartphone users.” Within that coveted 18-24 demographic, a staggering 72% are now smartphone users.

“Canadians are among the leaders in mobile and tablet usage,” says Choma. “We like to be connected.” Tablet usage is certainly on the rise here in Canada, up to a 20% penetration rate in 2012 compared to 5% in 2011.

“Social networking is anytime, anywhere access,” says Choma. That may explain the massive popularity of mobile social networking apps, which at 79% penetration are the number two most downloaded apps in Canada. (There’s no shame in being number two. After all, how could anything other than weather apps hold the number one spot in such a weather-obsessed country?)

The shift to mobile social isn’t just a passing fad – it’s here to stay. With social and mobile so intertwined, marketers are facing questions about how to make their

programs more social and actionable on a near-daily basis to avoid falling behind rapidly evolving consumer behaviours. We talked to the experts to find out how you can get ahead of the trend, and become a leader in the increasingly vital mobile social space.

### Shifting behaviours

Along with the proliferation of mobile devices – smartphones and tablets in particular – comes a marked shift in how people communicate. “Mobile social is a component of a bigger trend, which is the migration away from desktops,” says Scott Suthren, senior director of digital strategy and customer insight at AIMIA. “By having a solid social strategy, it spills into the mobile space.”

One of the biggest changes for marketers is that with constant access to information in the palm of their hands, consumers have become much less patient. “People want things now. The way we’re marketing to consumers is fundamentally changing. It requires a constant rethinking of how you’re communicating to your customers,”

says Neil Sweeney, President & CEO of JUICE Mobile. “I still think that a lot of marketers are planning mobile and social in separate verticals. Marketers are missing the cross-pollination. The sweet spot of mobile is very much in that social world.”

Social, in many ways, has become mobile by default. Just look at the percentage of users accessing social channels on the go. That means social is making its way into the store level. “People are using social more and more to rave or complain about products,” says Deborah Hall, head of mobile at Olive Media. “They’re using mobile for price, and feature research. And a lot of that is looking to friends and their network for recommendations. That’s a huge insight for marketers.”

A lot of times, this type of product research that was done at home on desktops not so long ago is now being done right at the shelf. “People have access to their friends’ recommendations and likes and any kind of feedback at any point in time, particularly when they’re at shelf,” says Suthren. “It could influence a decision at shelf.”

This rapid shift has significant implications for the marketing and CRM world. “Historically, loyalty happened post-purchase. Now, we’re in a situation where it’s real-time loyalty,” says Suthren. “You’re really trying to mitigate those switch behaviours. That’s the biggest challenge.”

A great way to weave your brand into the mobile social realm is by piggybacking on what consumers are already doing in the space. “27% of photos are taken from a mobile phone, and a huge part of social is driven by photos,” says Sweeney. “There’s a perfect example of how mobile and social can coexist. How can you as a marketer play off that trend? Don’t study the statistic; follow the trend. Get in front of where people are going.”

## CANADIAN WIRELESS TELECOMMUNICATIONS ASSOCIATION

The Canadian Wireless Telecommunications Association (CWTA) is the authority on wireless issues, developments and trends in Canada. It represents cellular, PCS, messaging, mobile radio, fixed wireless and mobile satellite carriers as well as companies that develop and produce products and services for the industry.

The CWTA recently released its 2012 Cell Phone Consumer Attitudes Study, which contains a wealth of valuable information for mobile marketers. For instance, it found that smartphone usage has increased from 33% of Canadian cell phone users in March 2011 to 48% in March 2012. This year-over-year growth is seen universally across all age groups.

The study also revealed that tablet ownership in Canada has quadrupled over the past year, up from 5% to 20%. Three quarters of tablet owners now have their tablet connected to a cellular network. When it comes to data plans, 47% of Canadians now have a data plan for their mobile phone, up from 37% last year.

For much more information, the study can be downloaded from the Facts & Figures section of the CWTA website, [cwta.ca](http://cwta.ca).



# WITH MOBILITY COMES OPPORTUNITY.

---

From comments and price comparisons, to on-the-spot offers and rewards, consumers are checking their mobile devices before heading to the checkout line. Some see it as the biggest threat to consumer loyalty today, but with the right mobile strategy, all we see is opportunity.

With Aimia, you can put your loyalty experience right in your consumers' hands – helping you provide the right incentive, at just the right time, to turn one-time purchasers into lasting brand advocates.

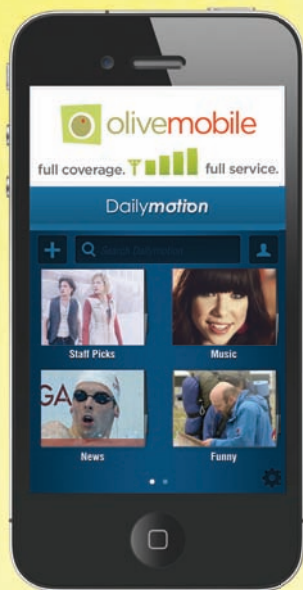
**Missing mobile in your loyalty program? Let's talk.**

Call Gord Ross at **905-214-8419**



## OLIVE MEDIA

Whether you're an experienced mobile planner or putting together your first mobile campaign, Olive Mobile's award-winning mobile solutions offer everything you need to build a successful campaign. Olive Mobile features a comprehensive network of premium mobile sites and applications as well as turn-key mobile solutions, building everything from mobile websites and apps to fully integrated rich media executions and tablet experiences.



Dailymotion is one of the exclusive mobile opportunities available on Olive Mobile's selection of premium content sites and channels

Olive Mobile has exclusive access to premium content brands including thestar.com, NYTimes.com and Dailymotion.com, and is one of the largest location-based mobile ad networks in Canada, boasting 61 million monthly impressions. Olive Mobile also offers creative and strategic consulting, from creative brainstorming to developing all of your creative assets.

With a knack for problem-solving and innovating, Olive Mobile can help you successfully navigate the complex mobile space. And, if the goal is to integrate mobile into the overall marketing mix, Olive Media also offers full service solutions for all your digital campaign needs.

### Leveraging paid media

Planning mobile media buys is an entirely new ball game for marketers used to the relatively simple world of traditional media. But that doesn't mean that you should ignore the traditional paid media opportunities within the channel altogether. When it comes to standing out in the space, it really comes down to achieving the right mix of paid and non-traditional executions. "[The mobile ad unit] is part of the overall mix. All of the statistics tell us we should be marketing there and buying media there," says Ian Giles, MediaCom's director of social strategy. "Brands are putting money into pre-roll on YouTube, promoted Tweets and Facebook ads."

The trick to pulling off an effective mobile media buy is building it organically. "The common mistake a lot of marketers make is they start with the ad unit. You should start with the activation element and work back from there," says Sweeney. "Marketers understand creative but not the nitty gritty tech side. We say where are you driving this individual and what do you want them to do?"

As one might assume, a paid media unit in mobile is a bit more complex than a standard print buy. With mobile, it's all about instant connections. That means ads need to be dynamic if they have any hope of engaging on-the-go consumers. "We've been the first to develop a dynamic mobile advertising unit in which the content changes all the time," says Hall. She says it's imperative for marketers to leverage media that's right for the channel – they can't simply shrink their online creative assets for mobile screens. "There's been a bit of brochureware talk going on with mobile," she says. "Marketers still have Flash ads that can't run on tablets. A blank screen is a missed opportunity."

### All about integration

To really get the most out of mobile executions, marketers need to make sure

consumers have a seamless experience. Hall is still amazed by the number of brands that don't have mobile sites linking off of their Facebook pages. "If 60% of consumers are accessing your page from their mobile devices and you're not linking to a mobile site, it's a complete missing link," she says.

It's also important to keep in mind that, no matter what media they're engaging with, consumers always have their mobile phones on them, too. Giles points to a recent Cover Girl print ad in the U.S. version of Elle Magazine as a great example of a brand integrating mobile into the print experience. The ad features singer Taylor Swift, and invited readers to scan a QR code to view a mobile video of Swift providing makeup tips. Giles says it's not only a good way to link up the two mediums, but also a valuable tool in measuring print interaction. "I don't really know who interacted with my print ad. This can tell me," says Giles.

That said, don't use QR codes just for the sake of it. Giles is surprised by the number of ill-conceived QR codes he still sees, such as codes appearing on subway transit ads (where there's no mobile service) or on moving buses (which move too quickly to be scanned).

If you're going to deploy something like a QR code, make sure you give consumers a reason to scan it. "One of the common mistakes is expecting consumers to do something without some sort of value exchange," says Suthren. "Consumers want offers, deals, access to something."

### Beyond ad units

JUICE's campaign to support the launch of the new Global show Touch is a perfect example of how moving beyond traditional ad units can have a big impact. The execution entailed handing out 175 Touch-branded mobile handsets across Canada. Consumers were encouraged to take photos, upload them to the CMS system, and pass along the handsets.



When a child  
is abducted,  
everyone feels  
the loss.

L'enlèvement  
d'un enfant  
nous afflige  
tous.



cwta

Canadian Wireless  
Telecommunications Association

Association canadienne  
des télécommunications sans fil

acts

Sign up for FREE  
Wireless **AMBER Alerts**  
on your cell phone today.

Abonnez-vous dès aujourd'hui  
aux **alertes AMBER** diffusées  
SANS FRAIS à votre sans-fil.

Text "AMBER"  
to 26237 (AMBER)

[www.wirelessamber.ca](http://www.wirelessamber.ca)

Wireless  
AMBER  
Alerts



Alertes  
AMBER  
sans fil

Envoyez le mot « AMBER »  
au 26237 (AMBER)

[www.ambersansfil.ca](http://www.ambersansfil.ca)



“There’s a brand that’s thinking progressively,” says Sweeney. “When people think social, they think Facebook, Twitter or Foursquare. We collaborated on a strategy that went beyond that.”

If you are going to venture beyond standard ad units, be sure to keep it simple. “These days, because the platforms are so focused on utility, the simplest functions are the most successful,” says Suthren. Take marker brand Sharpie in the U.S., for instance. Suthren says its brilliantly simple Instagram execution shares photos of art consumers have created with the markers, resulting in an engaged user base and some pretty compelling user-generated content for Sharpie’s Instagram account. “Really the content is

unlimited,” he says.

Part of the reason the Sharpie example works so well is because it’s entertaining. “The way to participate is inventing a way to entertain the audience,” says Hall. She points to an on-the-fly Twitter execution by Tide as an example of a brand that really got the medium right. During a NASCAR event, a fire broke out after driver Juan Pablo Montoya crashed into a fuel truck. Drivers were tweeting photos of the fire and its aftermath, and images of Tide being used to clean up the fuel began to emerge.

The Tide marketing team jumped into action and immediately initiated a Twitter-based contest asking followers to come up with the best caption for the photo. The brand didn’t waste any

time, which enabled them to jump on a relevant social conversation as it was unfolding. “It shows how embedded they are in the conversation,” says Hall. Brands can really make an imprint participating at this level.

Marketing beyond ad units can get a lot more tactical in the social mobile space, too. Suthren says marketers really do have plenty of options when it comes to engaging consumers in a fun yet strategic way. For instance, a retailer could potentially deploy a loyalty execution that allows consumers to partner up with friends and earn points towards a common trip, all on their mobile devices. “It’s a huge opportunity,” he says.

No matter what you do in the mobile space, you have to be timely. Consumers have notoriously short attention spans in both the social and mobile realms. When you put the two together, attention spans shrink even further. “Mobile is always on,” says Sweeney. “The brands trying to communicate are not always on, and that’s a problem.”

Being responsive may be time-consuming, but it doesn’t even have to be overly complicated, Giles points out. It could be as simple as thanking a consumer who tweets about your brand. “Good monitoring of Facebook and Twitter creates one-to-one dialogue,” he says. “For us, listening is the first part, then we analyze to understand at a much deeper level.”

## Testing for the future

There is one upside to mobile social’s incredibly short cycle: it speeds up the testing process immensely. “There’s an enormous pressure on marketers and agencies to be constantly communicating,” says Sweeney. “It’s a ton of work, but you have a feedback loop that you’ve never had before.”

Suthren says that experimentation is essential when it comes to mastering the mobile social space. “The opportunities for brands are emergent. Make it part of your test and learn budget,” he

## JUICE MOBILE

JUICE Mobile is a full-service agency focused exclusively on the rapidly evolving mobile space. As one of the first Canadian companies solely dedicated to the mobile advertising market, JUICE has helped to transform the mobile advertising space through its understanding of the entire mobile ecosystem.

As a pioneer and innovator in the mobile space and being completely independent they are able to provide technology and solutions that best serve their clients’ needs.

While other firms simply ‘add’ mobile to their online ad offerings, JUICE creates connected solutions that encompass the best in technology and brands. From activation to measurement, JUICE provides mobile solutions that connect you to your overall marketing objectives.

JUICE also helps advertisers place more than simply a brand impression – JUICE helps deliver a brand experience to consumers. Through their cutting edge ad formats, smart mobile marketing solutions and deep metrics - JUICE always operates with the consumer in mind.

If you are looking for a company to mobilize your marketing message, JUICE Mobile can help ensure you are a market leader in the mobile space. JUICE puts brands in hands.

A market first, this interactive wipe away unit was created as part of the mobile strategy for the Dove® Nourishing Oil Care hair care line allowing users to engage directly with the brand by using their fingers to literally “wipe away” frizz screen to reveal beautiful hair and additional Dove® brand messaging.





says. "There's no point in trying something without testing it first."

While some social channels like Facebook may be no-brainers, there are other more niche properties that may be worth dipping your toes into, too. "There are hundreds of different social channels worldwide. Which of those combinations is right for your brand? It's hard to make that bet," says Hall. "It comes down to due diligence and proper testing."

All of that testing should more than pay for itself once you master one of the fastest growing mediums. "Over the last couple of years, we've seen such phenomenal growth," says the CWT's Choma. And that growth shows no sign of slowing down, which means that marketers who get mobile social right now are very well positioned for the future. •

## AIMIA

AIMIA goes well beyond executing simple mobile campaigns for its clients. It leverages analytics and data to fully understand consumer behaviours in the mobile space and beyond. This research-heavy approach enables marketers to effectively harness the power of mobile to deliver valuable and incredibly relevant messaging that drives customer loyalty.

AIMIA is a leader in developing proprietary loyalty strategies, launching and managing coalition loyalty programs, creating value through loyalty analytics and driving innovation in the emerging digital and mobile spaces. Customer data is at the heart of everything AIMIA does, which translates into relevant executions that resonate with the right audiences.

The company's customized approach ensures that its clients develop distinctive strategies that give them an edge over the competition. AIMIA's full suite of loyalty management services, including mobile solutions, are designed to help clients increase market share, improve lifetime customer value by identifying and overcoming sources of attrition, and enhance the customer experience to promote loyalty and brand advocacy.

Now, more than ever, AIMIA believes that reaching customers via mobile is critical. It's the ultimate way to get close to customers to build lasting, more valuable relationships. AIMIA can help brands get to where they need to be in the rapidly growing mobile world.



When you spend more time understanding what your customers are thinking, you can spend less time second-guessing. As global leaders in loyalty, we have the insights that will keep your customers coming back again and again.



## full coverage. full service.

- 61MM monthly Canadian impressions
- Rich media solutions
- Extensive targeting options
- Location based inventory
- Custom mobile creation
- Tablet and video opportunities

# Could the role of navigator be the next agency revolution?

BY KEN WONG

**I** imagine a situation where you, as a supplier, felt your retail partner didn't understand your product or didn't pursue the right kind of customer. Wouldn't you feel compelled to sell direct?

Now imagine that you, the retailer, can see this happening and, in fact, have always worried your supplier would bypass you if they could. Wouldn't you start promoting your service experience instead of the products?

Now imagine yourself as the customer. Can you trust the retailer to give you honest advice? Wouldn't you want to become a lot more self-sufficient?

We see this situation all the time. And now, it would seem, we are also witnessing this in the new normal of media-agency-client relations.

Technology and media firms have inventory they want (and need) to move. Agencies have creative and other skills they feel are undervalued in a world where everyone is drawn to the new shiny object being waved in front of them by digital media companies. Clients, who are now seeing all those

years they stopped training in-house coming back to bite them, are increasingly going to the source to educate on digital media management and even predictions about trends for the future.

But is this really new? I can recall when Tim Penner, former president of P&G, made his infamous "travel agency" speech. He railed against ad agencies that



wanted to keep everything in-house as opposed to joining forces with other specialized agencies. Penner reasoned that no agency could be the best at everything. So he proposed a model where agencies would do what they did best and then connect him to the best of breed in these specialized, often new areas. Which, it would seem, is exactly what we're seeing today.

Should we be worried?

On the surface, no. For the last 60 years we have known, at least in academic circles, that there's a set of tasks that has to be performed to make a sale, and "who does what" will be in a constant state of flux depending on who can do it most effectively and efficiently. These two conditions are universal – it doesn't matter whether we talk retailing or communications. It's one of the finest examples of "free market forces" at play.

As for clients becoming more self-sufficient, what took them so long? Ever hear of caveat emptor? If clients aren't keeping up with the latest and greatest, and aren't equipping themselves to make good decisions, then their management is being grossly overpaid.

But I do see major problems. One of

the most distinctive characteristics of the marketing scene is the presence of interaction effects (you can get some relaxation from either a tranquilizer or a shot of liquor; take the two together, you really relax).

We know that media and message don't work independently – that some media are better suited than others to deliver different types of messages.

We know different people tend to use different media and for different purposes. In fact, we're even seeing that for some media like smartphones, the owners of different devices have different behaviours in the use of the technology.

In short, we know we are entering a period when there is more to know about everything and more permutations and combinations than ever before. So who will help us navigate this if everyone is acting independently?

Using Penner's travel agency metaphor: it was easy to choose the elements of a trip independently for an overnight business trip, it is quite another to do so for a 40-day, 12-country road trip, especially if currency acceptance and geographic borders keep changing.

Could it be that the next big thing is an agency that doesn't do anything beyond orchestrate? An entity that is agnostic to who does what as long as the right things get done in the right way at the best price? Which draws budget away from creative and media providers? An advisor that will place both traditional agency and media companies one more step away from the big table?

The sandbox is only so big and it gets even smaller when we stop collaborating and bringing out the best in each other. Isn't making those around them better the quality of superstars?



Longtime *strategy* columnist and advisor

**KEN WONG** is the professor of marketing and business strategy at Queen's University School of Business, and VP knowledge development for Level 5. [Kwong@business.queensu.ca](mailto:Kwong@business.queensu.ca)

## Store wars: the next front

# Shopper-focused innovation

BY JOHN BRADLEY

**I** spent most of the last nine months updating a business book I wrote with Greg Thain called *Store Wars: The Battle for Mindspace and Shelfspace* that was first published in the mid-1990s. It's been illuminating to see how much has changed and how much hasn't in the battle between fast-moving consumer good (FMCG) brands and retailers.

The horizontal competition between brand owners for share of market and between retailers for share of shoppers remains much the same.

The big mostly got bigger: brands extended their footprint through line extensions while retailers extended theirs via formats.

And while new fields of battle have arisen, most notably online, the fundamentals of competition remain very recognizable to marketers and retailers trained in the '90s.

However, vertical competition between manufacturers and retailers for share of transaction profits has changed almost beyond recognition. FMCG retailers are now bigger, faster-growing, more complex, more sophisticated, better managed and better financed than suppliers to whom they previously played second-fiddle on all counts.

retailer, hired Dunnhumby to help it analyze its database, and within three months former Tesco chairman Lord Ian MacLaurin said, "What scares me about this is that you know more about my customers after three months than I know after 30 years."

Nearly 20 years later, data on billions of individual transactions is now used to identify thousands of customer segments with a retailer's marketing customized to create exceptionally strong relationships with its best shoppers. In contrast, the availability and usage of manufacturers' knowledge on who buys its brands where, when, why, how often and with what would be very recognizable to a marketer from back in the 1990s.

Perhaps the most potent use of this explosion in retailers' shopper knowledge has been in driving another area that has changed dramatically: the increased scale, scope and sophistication of retailer private label.

Fifteen years ago, private label was widely available but was mostly limited to basics or copycats of big brands. However, retailers today have used their knowledge base to become sophisticated marketers of their own complex range of brands. Tesco, now dominant in the U.K., has up to 10 different branded private label ranges.

Each of its brands has scale, even though they're only available in one retailer, because private label brands transcend dozens of categories. By employing segmentation not just horizontally across price bands targeting different shoppers, but vertically across

consumer needs, ranges can expand or be refreshed almost indefinitely, directed by the ever-aggregating sales databases. As the product ranges become more segmented, the resulting sales data becomes more refined in a circle of ever-increasing consumer satisfaction.

By having hard, live sales data across tens of thousands of products, retailers can become the drivers of consumer trends. The widespread availability in

Europe of GMO-free products almost entirely resulted from major retailers' demand from reluctant suppliers.

A well-segmented range of private label brands and increasing store margins, bringing in more shoppers and making them more loyal, puts the squeeze on brand manufacturers. This has contributed to another notable change: the flow of money from brand owner to brand retailer, which

has become a torrent in recent years, dwarfing consumer investment in many cases. It is common for manufacturers to be more worried by this increased pressure for discounts than by the fundamental reason behind it: the relative shift of knowledge.

However, manufacturers should not lose hope. The shift of power is not inevitably towards the retailer; it has shifted several times since mass markets emerged in the mid-19th century. When it shifts it does so because of significant innovation aimed at understanding and serving shopper needs better, which is what we are paid to do.



After working in brand marketing for 25 years, **JOHN BRADLEY** wrote *Cadbury's Purple Reign* (2008) and is now co-author of *Store Wars: The FMCG Battle for In-store and Online Success*.



|         |                    |                |            |
|---------|--------------------|----------------|------------|
| 30 Ro   | Parks&Rec.(pre)    | Grey's Anatomy | Van (post) |
|         | Person of Interest | Flashpoint     | The Me (en |
|         | Scandal            |                |            |
| mentary |                    |                |            |



# THERE'S MORE TO FALL TV THAN MEETS THE EYE

The new TV season has finally arrived. Luckily, the folks at ZenithOptimedia have done the new sked legwork for you. Couch potatoes rejoice.

## THE LIFE OF THE MEDIA BUYER

May 15 – Aug 1

Hours spent shaking head at schedule

1,850

Guilt money spent on kids due to absenteeism

\$619

Overpriced lunches from network reps

44

Free drinks at launch parties (that we remember)

37

$E=MC^2$

The skill set

Rate Card Change Day

Most stressful day of the year

BS detector

You get it!

### FACTS & FIGURES

# of simulcast hours

64  
+12%

CPM Increase (US)

7%

Most competitive night

TUE

Non-returning shows

17

New 2011 returning shows

13

Avg. A 18-49 new show CPM (Tor.)

\$26.67

### RETURNING "STARS," PAST THEIR PRIME-TIME?

**CONNIE BRITTON**  
Nashville

Previous shows:  
American Horror Story  
Friday Night Lights  
The West Wing  
24

**MATTHEW PERRY**  
Go On

Previous shows:  
Friends  
Studio 60 on the Sunset Strip  
Mr. Sunshine  
The Good Wife

**TERRY O'QUINN**  
666 Park Ave

Previous shows:  
Hawaii Five-0  
The West Wing  
Lost  
Alias

### THE FALL LINEUP

Shows by theme

Ben & Kate, Guys with Kids

Dysfunctional family

Mindy Project, Emily Owens, M.D.

Drs & Lawyers

Dystopian realities

666 Park Ave, Last Resort

Beaky and the Beast, Chicago Fire

Recycled

Shows by genre

Sports 2%

Movies 10% 137%

News 15%

Comedy 16% 12%

Reality 16% 115%

Drama 41% 110%

### TRENDS

Please watch me. Anywhere!

CROSS PLATFORM

Mashing things up

COUCH POTATO 2.0

Networks milking non-events

EVENTIFICATION

Another 60's theme

THE SOCIAL TV PHENOMENON

A show about the Leafs winning the Stanley Cup

Talking back to your TV is not just for weirdos anymore

THE NEXT REALITY SHOW

Kevin Crull, Keith Pelley and Paul Robertson share a downtown loft with Ed the Sock





NADbank, comBase: Adults 18+, print and online

DO THE MATH. ADVERTISE IN THE NEWSPAPER.



NEWSPAPERS CANADA  
TRUSTED | CONNECTED | TARGETED



# 2012 [PROMO! AWARDS]

## WELCOME TO THE (r)EVOLUTION

SEPTEMBER 20<sup>TH</sup> KOOL HAUS TORONTO

To order tickets visit [promoawards.strategyonline.ca](http://promoawards.strategyonline.ca)  
or contact Joel at 416-408-2300 x650



Experience the PROMO! Awards in style –  
Premium Club seating packages now available  
(Act now, only a few left)

Presented by

**strategy** 2011  
Award  
Winning  
Agency

**CAPMA**  
Canadian Agencies Practicing Marketing Activation